United Nations A/63/699

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Agenda items 55 (b), 55 (e) and 64 (e)

Social development, including questions relating to the world social situation and to youth, ageing, disabled persons and the family

Review and appraisal of the World Programme of Action concerning Disabled Persons

Convention on the Rights of Persons with Disabilities

Note verbale dated 29 January 2009 from the Permanent Mission of Brazil to the United Nations addressed to the Secretary-General

The Permanent Mission of Brazil to the United Nations presents its compliments to the Secretary-General of the United Nations and has the honour to request the circulation of the Santos Charter (see annex), adopted by the Meeting of Portuguese-speaking Countries for the Dissemination and Implementation of the Convention on the Rights of Persons with Disabilities and its Optional Protocol (10 and 14 September 2008, Santos, Brazil), in connection with agenda items 64 (e) and 55 (b) and (e) of the sixty-third session of the General Assembly.

09-22537 (E) 100209

Annex to the note verbale dated 29 January 2009 from the Permanent Mission of Brazil to the United Nations addressed to the Secretary-General

Santos Charter

We, the 570 participants from eight Portuguese speaking countries, namely, Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, Portugal, Sao Tome and Principe and Timor-Leste, with the participation of representatives from the Disability Sector from fellow Latin American countries, namely: Mexico, Costa Rica, Guatemala, Paraguay, Chile, Panama, Honduras and Peru, as well as observers from other countries and international organizations such as the United Nations, the Organization of American States (OAS), the Pan American Health Organization (PAHO), among others.

* Gathered between September 10th and 14th, 2008 in Santos - São Paulo State - Brazil, for the Meeting of Portuguese Speaking Countries for the Dissemination and Implementation of the Convention on the Rights of Persons with Disabilities and its Optional Protocol (henceforth Convention), adopted by UN;

* Celebrating the entry into force of the Convention and seeking to promote and to encourage its ratification, implementation and monitoring in the Portuguese Speaking Countries, in consonance with others Human Rights International treaties;

* Conscious that, in spite of the discontinuous geographic space and of the differentiated levels of social-economical development, we share a common language - Portuguese - that constitutes an important factor of historical and cultural identity;

* Emphasizing the fact that, in spite of being spoken by approximately 236 millions of persons all around the world, the Portuguese language is not one of UN official languages, resulting on the restriction and, several times, on the exclusion of participation, active role and representation, with all the consequences arising therefrom;

* Recognizing the historical importance and the effort undertaken so far, with the creation of the FDLP - Federation of Associations of Persons with Disabilities from Portuguese Speaking Countries;

* Reaffirming the importance of the cooperation and coalition efforts for the ratification, implementation and monitoring of the Convention among the Portuguese Speaking Countries, in tandem with other countries, particularly the countries of the South that are afflicted by poverty;

* Taking into account the situation of vulnerability, exclusion, inequality and poverty experienced by most the population from our countries, as well as the distinct development phases of the legislation and the public policies concerning disability area;

* Understanding that the human rights of persons with disabilities, especially those who live in poverty situation, will only come into effect through the mainstreaming of inclusive actions in the field of social and economical development;

* Conscious about the necessity of special attention to the situation of vulnerability of women, children and elderly with disabilities and of those persons with disabilities and their families, affected by several situations originated, for instance, from armed conflicts, from urban and domestic violence, and from HIV/AIDS, among others;

- Concerned with the lack of mechanisms that assure the effective exercise of the human rights and dignity of persons with disabilities, emphasized in the Convention, and with the necessity of visibility and the effective engagement of this group on the national, regional and international levels;

- Seeking to assure that disabled persons and their respective families, as well as their representative organizations, are enabled, empowered and involved in all the phases of the ratification, implementation and monitoring process of the Convention, and that they can find answers for their individual and collective questions in the light of this international instrument;

In face of this historical, political, social, economical and cultural context, we propose:

- That each State put forth its best to assure, at national level, the necessary resources for implementing the rights provided in the Convention;

- The establishment of mechanisms of technical and financial cooperation in order to promote and to make effective opportunities for the North/South and South/South collaboration, with a view to the ratification, implementation and monitoring of the Convention;

- The strengthening of the capacity of the organizations of persons with disabilities in order to maximize its social role in defense of the human rights and of the inclusive development;

- The training of law professionals, within the Judicial System of each country, since their individual initial and continued education, for the mainstreaming of the inclusive approach on all areas of their work;

- That the establishment of networks and other spaces and mechanisms of information sharing, communication, interchange, mobilization and cooperation be encouraged and supported among the different participants, at the Portuguese Speaking Countries and their peers, at local, regional and international levels;

- That the access to inclusive education and the primary health care for persons with disabilities and their families be ensured at the community level;

- That there be representation of Portuguese Speaking Countries in the international organizations and forums in the field of disabilities and/or others related to the Convention; and that it includes representation of the disabilities sector and the mainstreaming of the question of inclusion in the organizations, forums and activities related to Portuguese Speaking Countries, particularly the Community of Portuguese Speaking Countries, including to promote and to support the ratification and implementation of the Convention;

- That the enlargement, development and consolidation of the Federation of Associations of Persons with Disabilities from Portuguese Speaking Countries be supported;

- The coordination of efforts to disseminate, ratify and implement the Convention in Portuguese Speaking Countries in an manner integrated to the Global Development Agenda — Millennium Development Goals, Poverty Reduction Strategic Plans, Human Development Index and other instruments;

- The establishment and adoption of inclusion indicators in all instruments and mechanisms for monitoring and evaluating public policies and programs concerning development, in the light of the Convention;

- The promotion and organization of meetings of the cooperative network for the Inclusive Development among the Portuguese Speaking Countries to develop joint action plans and to assess their evolution and impact on the life of persons with disabilities.

We recognize and appreciate the initiative and support from the Secretaria de Estado dos Direitos da Pessoa com Deficiência de São Paulo (São Paulo State Government Department for the Rights of Persons with Disabilities), in Brazil, as well as from other partners listed as it follows, for holding this historic event:

- Governo do Estado de São Paulo (São Paulo State Government); Secretaria de Estado da Saúde de São Paulo (São Paulo State Health Department); Fundação Faculdade de Medicina (Medical School Foundation); Conselho Estadual dos Assuntos da Pessoa com Deficiência de São Paulo (São Paulo State Government Board on Disabled Persons Matters); Conselho Municipal da Pessoa com Deficiência de São Paulo (São Paulo City Municipal Government Board on Disabled Persons); Conselho Nacional dos Direitos da Pessoa com Deficiência - CONADE (National Council on the Rights of Persons with Disabilities - CONADE); Coordenadoria Nacional para Inclusão da Pessoa com Deficiência - CORDE (National Co-ordinating Bureau for the Inclusion of Persons with Disabilities - CORDE); Prefeitura de Santos, SP (Santos, SP City Hall); Conselho Municipal da Pessoa com Deficiência de Santos - CONDEFS (Santos Municipal Council of Persons with Disabilities - CONDEFS); Centro de Vida Independente Araci Nallin, São Paulo (Araci Nallin Independent Living Center, São Paulo); FDLP - Federação das Associações de Deficientes dos Países Lusófonos (FDLP - Federation of Associations of Persons with Disabilities from Portuguese Speaking Countries); Rede Latino-Americana de Organizações Não-Governamentais de Pessoas com Deficiência e suas Famílias - RIADIS; (Latin-American Network of Non-Government Organizations Associations of Persons with Disabilities and their Families - RIADIS); Instituto Interamericano de Deficiência e Desenvolvimento Inclusivo - IIDP (Inter-American Institute of Disability and Inclusive Development - IIDP); Business Square; Maxpress.

And we call upon the ones herein represented to proceed with the process of valorization and cooperation among the Portuguese Speaking Countries, in order to realize the Human Rights and the Social Inclusion of Persons with Disabilities.

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Sixty-third session
Agenda item 105 (k)
Appointments to fill vacancies in subsidiary organs and other appointments: appointment of judges of the United Nations Dispute Tribunal

Appointment of the full-time and half-time judges of the United Nations Dispute Tribunal

Memorandum by the Secretary-General

I. Introduction

1. By its resolution 62/228, entitled "Administration of justice at the United Nations", the General Assembly decided, inter alia, to establish a two-tier formal system of administration of justice, comprising a first instance United Nations Dispute Tribunal and an appellate instance United Nations Appeals Tribunal.

2. In the same resolution, the General Assembly also decided that the judges of the Dispute Tribunal and the Appeals Tribunal shall be appointed by the General Assembly on the recommendation of the Internal Justice Council.

3. The statutes for the Dispute Tribunal and the Appeals Tribunal were adopted by the General Assembly in its resolution 63/253. The two Tribunals will be operational as of 1 July 2009.

4. It is therefore necessary for the General Assembly, during its sixty-third session, to appoint three full-time and two half-time judges to the Dispute Tribunal. The term of office for these judges will be for seven years, beginning on 1 July 2009, subject to the transitional measure set out in article 4(4) of the statute of the United Nations Dispute Tribunal.

II. Internal Justice Council

5. The Internal Justice Council reviewed applications in July 2008 and interviewed shortlisted candidates in September 2008. Before the interviews were held, referees were contacted and written references obtained from two referees for each candidate. Candidates were required to complete a two-hour examination to test their writing and reasoning abilities, which was followed by an interview lasting

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30 to 45 minutes. With the candidates' permission, the Council subsequently approached the relevant domestic bar associations and the International Bar Association to request confirmation of the integrity of the candidates. Candidates for the United Nations Dispute Tribunal were requested to express their preferences for the locations of the Tribunal and for full-time or part-time appointment. These preferences were taken into account when the Council prepared its recommendations. In its report to the General Assembly (A/63/489), the Council provided the names, by position, location and Tribunal, of candidates it considered suitable for election to the Dispute Tribunal and the Appeals Tribunal.

6. The candidates recommended by the Council for full-time appointment to each location of the Dispute Tribunal are as follows:

- *Geneva*
  Mr. Jean-François Cousin (France)
  Mr. Thomas Laker (Germany)
- *Nairobi*
  Mr. Vinod Boolell (Mauritius)
  Ms. Nkemdilim Amelia Izuako (Nigeria)
- New *York*
  Mr. Michael Adams (Australia)
  Ms. Memooda Ebrahim-Carstens (Botswana)

7. The candidates recommended by the Council for half-time appointment to the United Nations Dispute Tribunal are as follows:

- Mr. Rodney Madgwick (Australia)
- Mr. Goolam Hoosen Kader Meeran (United Kingdom of Great Britain and Northern Ireland)
- Ms. Coral Shaw (New Zealand)
- Mr. Mark Sutton (United Kingdom of Great Britain and Northern Ireland)

8. The candidates' curricula vitae are provided in the above-mentioned report of the Internal Justice Council.

III. Procedure in the General Assembly

9. The appointment of the full-time and half-time judges of the United Nations Dispute Tribunal will be made in accordance with the following:

(a) The statute of the Dispute Tribunal;

(b) The rules of procedure of the General Assembly;

(c) The recommendations of the Internal Justice Council as set out in its report to the General Assembly (A/63/489).

10. According to article 4(1) of its statute, the Dispute Tribunal shall be composed of three full-time judges and two half-time judges. Article 4(2) states that, "The judges shall be appointed by the General Assembly on the recommendation of the Internal Justice Council in accordance with General Assembly resolution 62/228. No two judges shall be of the same nationality. Due regard shall be given to

geographical distribution and gender balance". In order to be eligible for appointment, article 4(3) requires that a person shall be of high moral character and possess at least 10 years of judicial experience in the field of administrative law, or the equivalent within one or more national jurisdictions.

11. Article 4(4) of the statute of the Dispute Tribunal provides that, "A judge of the Dispute Tribunal shall be appointed for one non-renewable term of seven years. As a transitional measure, two of the judges (one full-time judge and one half-time judge) initially appointed, to be determined by drawing of lots, shall serve three years and may be reappointed to the same Dispute Tribunal for a further non-renewable term of seven years. A current or former judge of the Appeals Tribunal shall not be eligible to serve in the Dispute Tribunal".

12. It is proposed that the General Assembly proceed to appoint the full-time and half-time judges of the Dispute Tribunal by way of an election, bearing in mind paragraph 58 of General Assembly resolution 63/253, in which the Assembly invited, "Member States when electing judges to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal to take due consideration of geographical distribution and gender balance". Only those candidates whose names appear on the ballot papers are eligible for election. The electors in the General Assembly will indicate the candidates for whom they wish to vote by placing crosses against their names on the ballot papers. Each elector may vote for not more than one candidate for full-time appointment to each location of the Dispute Tribunal and for not more than two candidates for half-time appointment to the Dispute Tribunal.

13. Those candidates who obtain the highest number of votes and a majority of votes in the General Assembly of the members present and voting will be considered as elected and thereby appointed by the Assembly to the Dispute Tribunal.

14. The elections for the full-time seats on the Dispute Tribunal will take place first. Once the full-time judges have been elected, the elections for half-time seats on the Tribunal will proceed.

15. Balloting shall continue in accordance with the rules of procedure until as many candidates as are required for the full-time and half-time seats on the Dispute Tribunal to be filled have obtained, in one or more ballots, a majority of votes of the members present and voting.

16. Once a candidate from a Member State has been elected, other candidates from the same Member State will be barred from standing in any subsequent rounds of balloting for any of the seats of the Dispute Tribunal. In the event that more than one candidate from the same Member State obtain the required majority in the same round of balloting, only the candidate with the highest number of votes shall be declared elected. In the event that more than one candidate from the same Member State obtain, in any round of balloting, the required majority and the same number of votes, the President shall decide between the candidates by the drawing of lots.

IV. Drawing of lots to determine duration of terms

17. The General Assembly decided, in its resolution 62/228, that judges shall serve only one non-renewable term of seven years on either tribunal, with the exception of two of the initial judges of the Dispute Tribunal and three of the initial judges of the

Appeals Tribunal, to be determined by drawing of lots, who shall serve three years and may consequently apply to the same Tribunal for a non-renewable term of seven years.

18. The drawing of lots will be conducted immediately after the election of the judges. The names of the three full-time and two half-time judges elected to the Dispute Tribunal will be placed in two boxes, from which the President of the General Assembly will draw one name from each box. One full-time and one half-time judge will serve for three years on the Dispute Tribunal in accordance with article 4(4) of the Statute of the Tribunal.

V. Appointment of ad litem judges

19. In addition, the General Assembly decided, in its resolution 63/253, that three ad litem judges shall be appointed by the Assembly to the Dispute Tribunal for a period of one year, as from 1 July 2009, and shall have all the powers conferred on the permanent judges of the Tribunal.

20. The election of the ad litem judges of the Dispute Tribunal will take place separately, subsequent to the election and appointment of the full-time and half-time judges of the Tribunal and the judges of the Appeals Tribunal. The Secretary-General will submit a separate memorandum on the election and appointment of the ad litem judges as soon as a list of candidates recommended by the Internal Justice Council for these positions is provided.

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Sixty-third session
Agenda item 105 (l)
Appointments to fill vacancies in subsidiary organs and other appointments: appointment of the judges of the United Nations Appeals Tribunal

Appointment of the judges of the United Nations Appeals Tribunal

Memorandum by the Secretary-General

I. Introduction

1. By its resolution 62/228, entitled "Administration of justice at the United Nations", the General Assembly decided, inter alia, to establish a two-tier formal system of administration of justice, comprising a first instance United Nations Dispute Tribunal and an appellate instance United Nations Appeals Tribunal.

2. In the same resolution, the General Assembly also decided that the judges of the Dispute Tribunal and the Appeals Tribunal shall be appointed by the General Assembly on the recommendation of the Internal Justice Council.

3. The Statutes for the Dispute Tribunal and the Appeals Tribunal were adopted by the General Assembly in its resolution 63/253. The two Tribunals will be operational as of 1 July 2009.

4. It is therefore necessary for the General Assembly, during its sixty-third session, to appoint seven judges to the Appeals Tribunal. The term of office for these judges will be for seven years, beginning on 1 July 2009, subject to the transitional measure set out in article 3(4) of the statute of the Appeals Tribunal.

II. Internal Justice Council

5. The Internal Justice Council reviewed applications in July 2008 and interviewed short-listed candidates in September 2008. Before the interviews were held, referees were contacted and written references obtained from two referees for each candidate. Candidates were required to complete a two-hour examination to test their writing and reasoning abilities, which was followed by an interview lasting 30 to 45 minutes. With the candidates' permission, the Council subsequently approached the relevant domestic bar associations and the International Bar

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Association to request confirmation of the integrity of the candidates. In its report to the General Assembly (A/63/489), the Council provided the names, by position, location and Tribunal, of candidates it considered suitable for election to the Dispute Tribunal and the Appeals Tribunal.

6. The candidates recommended by the Council for appointment to the Appeals Tribunal are as follows:

- Ms. Sophia Adinyira (Ghana)
- Mr. Vinod Boolell (Mauritius)
- Ms. Rose Boyko (Canada)
- Mr. Jean Courtial (France)
- Ms. Mary Faherty (Ireland)
- Mr. Kamaljit Singh Garewal (India)
- Ms. Marilyn Kaman (United States of America)
- Mr. Michael Kirby (Australia)
- Mr. Roy Lewis (United Kingdom of Great Britain and Northern Ireland)
- Mr. Mark P. Painter (United States of America)
- Mr. Tudor Pantiru (Republic of Moldova/Romania)
- Mr. Luis Maria Simón (Uruguay)
- Mr. Brian Tamberlin (Australia)
- Mr. Virgilijus Valančius (Lithuania)
- Ms. Inés Weinberg de Roca (Argentina)

7. The candidates' curricula vitae are provided in the above-mentioned report of the Internal Justice Council.

III. Procedure in the General Assembly

8. The appointment of the judges of the United Nations Appeals Tribunal will be made in accordance with the following:

(a) The statute of the Appeals Tribunal;

(b) The rules of procedure of the General Assembly;

(c) The recommendations of the Internal Justice Council as set out in its report to the General Assembly (A/63/489).

9. According to article 3(1) of its statute, the Appeals Tribunal shall be composed of seven judges. Article 3(2) states that, "The judges shall be appointed by the General Assembly on the recommendation of the Internal Justice Council in accordance with General Assembly resolution 62/228. No two judges shall be of the same nationality. Due regard shall be given to geographical distribution and gender balance". In order to be eligible for appointment as a judge, article 3(3) requires that a person shall be of high moral character and possess at least 15 years of judicial

experience in the field of administrative law, or the equivalent within one or more national jurisdictions.

10. Article 3(4) of the statute of the Appeals Tribunal provides that, "[a] judge of the Appeals Tribunal shall be appointed for one non-renewable term of seven years. As a transitional measure, three of the judges initially appointed, to be determined by drawing of lots, shall serve three years and may be reappointed to the same Appeals Tribunal for a further non-renewable term of seven years. A current or former judge of the Dispute Tribunal shall not be eligible to serve in the Appeals Tribunal".

11. It is proposed that the General Assembly proceed to appoint the judges of the Appeals Tribunal by way of an election, bearing in mind paragraph 58 of General Assembly resolution 63/253, in which the Assembly invited "Member States when electing judges to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal to take due consideration of geographical distribution and gender balance". Only those candidates whose names appear on the ballot papers are eligible for election. The electors in the General Assembly will indicate the candidates for whom they wish to vote by placing crosses against their names on the ballot papers. Each elector may vote for not more than seven candidates.

12. Those candidates who obtain the highest number of votes and a majority of votes in the General Assembly of the members present and voting will be considered as elected and thereby appointed by the Assembly to the Appeals Tribunal.

13. Balloting shall continue in accordance with the rules of procedure until as many candidates as are required for the seats on the Appeals Tribunal to be filled have obtained, in one or more ballots, a majority of votes of the members present and voting.

14. Once a candidate from a Member State has been elected, other candidates from the same Member State will be barred from standing in any subsequent rounds of balloting for any of the seats of the Appeals Tribunal. In the event that more than one candidate from the same Member State obtain the required majority in the same round of balloting, only the candidate with the highest number of votes shall be declared elected. In the event that more than one candidate from the same Member State obtain, in any round of balloting, the required majority and the same number of votes, the President shall decide between the candidates by the drawing of lots.

IV. Drawing of lots to determine duration of terms

15. The General Assembly decided, in its resolution 62/228, that judges shall serve only one non-renewable term of seven years on either tribunal, with the exception of two of the initial judges of the Dispute Tribunal and three of the initial judges of the Appeals Tribunal, to be determined by drawing of lots, who shall serve three years and may consequently apply to the same Tribunal for a non-renewable term of seven years.

16. The drawing of lots will be conducted immediately after the election of the judges. The names of the seven judges elected to the Appeals Tribunal will be placed in a box, from which the President of the General Assembly will draw three names. These three judges will serve for three years on the Appeals Tribunal in accordance with article 3(4) of the statute of the Tribunal.

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Agenda item 105 (l)
Appointments to fill vacancies in subsidiary organs and other appointments: appointment of the judges of the United Nations Appeals Tribunal

Appointment of the judges of the United Nations Appeals Tribunal

Memorandum by the Secretary-General

Addendum

1. By a letter dated 20 February 2009 Judge Marilyn J. Kaman (United States of America) informed the Secretary-General of her decision to withdraw her name from the list of candidates recommended by the Internal Justice Council for appointment to the United Nations Appeals Tribunal by the General Assembly, which will occur during its sixty-third session, on 2 March 2009.

2. In consequence, her name should be deleted from the list of candidates that appears in paragraph 6 of document A/63/701.

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Sixty-third session
Agenda items 31 and 132

Comprehensive review of the whole question of peacekeeping operations in all their aspects

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations

Report of the Secretary-General

Contents

		Page
I.	Introduction	5
II.	Role of the Deputy Secretary-General	6
III.	Context of restructuring	6
	A. Status of past peacekeeping reforms	6
	B. Evolution of United Nations peacekeeping	9
	C. Vision for current peacekeeping reforms	9
IV.	General Assembly support for further peacekeeping reform	10
V.	Progress and initial impact of restructuring	11
	A. Unity of command and integration of effort	11
	B. Enhanced guidance and support to peacekeeping operations	13
	C. Partnerships	19
	D. Enhancing institutional learning and improvement	21
	E. Improvements to administrative and management processes	23

09-22721 (E) 030309

VI. Other issues 28
A. Division of labour within the Department of Political Affairs 28
B. Areas for further reform 28
VII. Ongoing challenges for United Nations peacekeeping 30
VIII. Conclusions 31
IX. Actions to be taken by the General Assembly 32

Summary

The present report responds to paragraph 67 of General Assembly resolution 61/279, in which the Assembly requested the Secretary-General to submit, at the second part of its resumed sixty-third session, a comprehensive report on the impact of the new structure of the Department of Peacekeeping Operations and the Department of Field Support in the implementation of mission mandates, and on the efficiency and effectiveness of programme delivery. Also pursuant to resolution 61/279 (para. 66), a preliminary report (A/62/741) on the status of the implementation of the resolution was submitted for consideration by the Assembly at the second part of its resumed sixty-second session.

In paragraph 24 of its resolution 62/250, the General Assembly reaffirmed paragraph 67 of its resolution 61/279 and requested the Secretary-General to include in the context of the comprehensive report detailed information on mechanisms in place and measures taken to address management challenges posed by the new organizational structure of the Department of Peacekeeping Operations and the Department of Field Support, and on the improvement that the new structure had brought in ensuring efficiency and effectiveness in support for peacekeeping operations and special political missions, as well as to coordination with the Department of Political Affairs.

The present report sets the context of restructuring, outlines the progress and initial impact of the restructuring effort and describes ongoing challenges for United Nations peacekeeping.

In the 18 months following the adoption of resolution 61/279 concerning the restructuring, significant strategic and operational benefits have been realized, although many of the drivers for the restructuring continue to challenge operations. The most noticeable impact of the restructuring has been the creation of consolidated, dedicated areas of expertise in the areas of rule of law and field support. Specifically, the establishment of the Office of Rule of Law and Security Institutions has allowed a more balanced, comprehensive support to the related elements within the 18 ongoing peacekeeping operations and special political missions under the responsibility of the Department of Peacekeeping Operations. In forming the Department of Field Support, the role of mission support has been elevated and is now rightly positioned as a "strategic enabler" in the delivery of peacekeeping and political mandates to those operations, including 16 missions for which the Department of Political Affairs has lead responsibility. Overall, unity of command has been preserved, greater integration of effort achieved, guidance to the field enhanced and improvements to administrative and management processes realized.

Nevertheless, new, more complex and urgent mandates continue to strain the Organization. With the growth in the authorized strength of peacekeeping personnel by over 30 per cent, with the establishment of two highly complex operations in Chad and the Central African Republic, as well as in Darfur, and another on the horizon, the operational demands on the two Departments have continued to grow. As a result, the effort to deliver new, larger and more diverse field operations has often conflicted with the capability of the Departments to engage in strategic planning and to organize in a more effective and efficient manner. A similar situation has occurred in respect of the establishment of the integrated operational teams, which have achieved varying measures of success.

The Department of Field Support is developing a comprehensive support strategy in 2009 to pursue innovative ways of working while increasing accountability. Similarly, refinements are being made to the integrated operational team concept, based on experience to date. Other areas for further reform have also been identified, including an improved division of labour within the Department of Political Affairs and strengthened rule of law capacities. Implementation of General Assembly resolution 63/250, entitled "Human resources management", will strengthen our capability to attract and retain highly qualified staff for United Nations field operations, and the Organization will continue to work towards improving its human resources management framework through the introduction of the talent management system. We are cognizant of the need to streamline our supply chain management and the Department of Management and the Department of Field Support have undertaken joint work to achieve this objective.

The reform agenda set by Member States to strengthen the Department of Peacekeeping Operations and the Department of Field Support is achieving clear benefits. In order to address the further evolutions in peacekeeping, the Departments will conduct a comprehensive analysis during 2009 of the medium challenges and opportunities for peacekeeping, with a view to identifying approaches and to articulating future strategic and policy goals to minimize risk, optimize partnerships and maximize effectiveness in mounting and sustaining United Nations operations. The continued support of Member States and the committed effort of the Secretariat to making continuous improvements will allow us to meet the demands ahead.

I. Introduction

1. In paragraph 67 of its resolution 61/279, the General Assembly requested the Secretary-General to submit a comprehensive report at the second part of its resumed sixty-third session, inter alia, on the efficiency and effectiveness of the new structure of the Department of Peacekeeping Operations and the Department of Field Support in the implementation of mission mandates, as well as on programme delivery, improvements in administrative and management processes, the functions of the integrated operational teams, measures to ensure coordination and integration between both Departments and the efficiencies and improvements resulting from past reforms of the Department of Peacekeeping Operations.

2. In paragraph 24 of its resolution 62/250, the General Assembly reaffirmed paragraph 67 of its resolution 61/279 and requested the Secretary-General to include in the context of the comprehensive report detailed information on mechanisms in place and measures taken to address management challenges posed by the new organizational structure of the Department of Peacekeeping Operations and the Department of Field Support and on the improvement that the new structure had brought in ensuring efficiency and effectiveness in support for peacekeeping operations and special political missions, as well as to coordination with the Department of Political Affairs.

3. The present report is submitted in response to those requests. In so doing, it seeks to build on the preliminary report of the Secretary-General (A/62/741) on the status of implementation of General Assembly resolution 61/279 and to complement the review and analysis of the structure of the Secretariat for managing and sustaining peacekeeping operations, conducted by the Office of Internal Oversight Services (see resolution 61/279, paras. 65 and 66).

4. Although the implementation of in-depth organizational reform requires sustained effort and could not have been fully realized in the relatively short period of 18 months since the adoption of resolution 61/279 and General Assembly approval for the restructuring of the Department of Peacekeeping Operations and the Department of Field Support, the present report also seeks to highlight areas where significant strategic and operational benefits have already accrued as a result of the guidance and support delivered to United Nations field operations. Perhaps chief among those are the creation of a centre of excellence for the entire United Nations system in the formation of the Office of Rule of Law and Security Institutions and the creation of the Department of Field Support. The establishment of the Office of Rule of Law and Security Institutions has led to more balanced and holistic support to all rule of law and security-related areas. In forming the Department of Field Support, the role of mission support has been elevated as a key strategic and operational enabler for the international community's engagement in support of good offices, mediation, peacemaking, peacekeeping and peacebuilding activities, thereby creating possibilities for engagement that heretofore may not have been conceivable. The report also notes areas where self-monitoring and evaluation have identified mid-term adjustments that would yield further efficiency gains and improvements. Where the authority to make the needed changes resides with the Secretary-General, the changes will be made within the Secretariat. The report puts forward recommendations for changes that require General Assembly approval.

II. Role of the Deputy Secretary-General

5. In accordance with General Assembly resolution 52/12 B, the Deputy Secretary-General assists the Secretary-General in managing the operations of the Secretariat and supports the Secretary-General in ensuring intersectoral and inter-institutional coherence of activities and programmes. The main function of the Deputy Secretary-General is to assist the Secretary-General in overseeing the day-to-day operations of the Secretariat and to ensure coherence of its activities and programmes. The role of the Deputy Secretary-General focuses on strategic management and cross-cutting management policy, ensuring the coordination of key management matters. The Deputy Secretary-General is the Chair of the Management Performance Board as well as of the Management Committee, which is the primary mechanism for ensuring the effective coordination, consideration and approval of internal reform and cross-cutting management matters. Since the Management Committee includes the Under-Secretaries-General for Peacekeeping Operations, Political Affairs, Field Support and Management in its membership, the Deputy Secretary-General utilizes it to coordinate and provide guidance on peacekeeping-related management issues.

6. The Deputy Secretary-General oversees the operations of line departments and monitors the manner in which senior managers exercise all aspects of the authority assigned to them by the Secretary-General, including their performance in achieving their programmatic objectives. In particular, the Deputy Secretary-General oversees the day-to-day operations of the management-related departments, such as the Departments of Management and Field Support, which require the attention of the Secretary-General.

7. In the discharge of all these responsibilities, the Deputy Secretary-General meets regularly with heads of departments, including weekly meetings with the Department of Field Support, to oversee progress in the implementation of their work programmes and to provide overall guidance. The Deputy Secretary-General regularly keeps the Secretary-General apprised of progress in that regard.

III. Context of restructuring

A. Status of past peacekeeping reforms

8. Over the past decade, the Secretariat, in partnership with Member States, has sought to build secure foundations for the effective and efficient conduct of peacekeeping operations and to strengthen the capacity of the Organization to adapt to the evolving challenges of United Nations peacekeeping. In response to the sudden surge in demand for peacekeeping operations and the lessons identified from the considerable challenges faced by United Nations peacekeeping operations in the mid-1990s, the Secretary-General requested a review of peacekeeping in 1999. The report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809) constituted the first comprehensive review of peacekeeping since its inception and led to significant reforms in the capacities and procedures of the Organization to ensure that it was better equipped to meet the needs and challenges of contemporary peacekeeping.

9. The reforms resulted in considerable improvements in the planning, launch and conduct of peacekeeping operations. United Nations peacekeeping was more consistently employed to address the situations for which it had been designed: peacekeeping in support of peace processes and with the consent of the parties to a conflict. Peacekeeping mandates more explicitly supported the core functions of operations, such as rule of law, governance, human rights and the protection of civilians, as critical elements for post-conflict stabilization and early recovery. A framework for rapid deployment was created, including strategic deployment stocks, pre-mandate commitment authority and mission start-up kits. The revision of financial rules and regulations and the United Nations procurement manual, combined with increased delegation of authority to field operations, improved the responsiveness to operational requirements through better aligned responsibilities and accountabilities. Increased staff management and selection authorities to field missions were accompanied by the introduction of stronger monitoring and accountability measures, including through the introduction of human resources management action plans to all field missions. Increased staffing enabled the Secretariat to better respond to the surge. New capacities, such as specialists for justice and corrections, disarmament, demobilization and reintegration, gender, and HIV/AIDS provided subject matter expertise to peacekeeping operations. The creation of the Peacekeeping Best Practices Section focused attention on and provided tools for institutional learning and development, and the separation of military and police functions was instrumental in redefining the role of the United Nations police to better support the needs of public security institutions in post-conflict environments.

10. The reforms also contributed to strengthened cooperation with Member States, particularly with troop- and police-contributing countries through the provision of a dedicated capacity for military and police planning, force and police generation and management, and strengthened mechanisms for information-sharing. As a result, the Secretariat has been better able to conduct early and more frequent consultations with the Special Committee on Peacekeeping Operations and troop- and police-contributing countries on key policy and resource-related issues.

11. Another surge in United Nations peacekeeping began in 2003, revealing that a number of the reforms that had been implemented were insufficient to meet the evolving challenges of peacekeeping, in such areas as rapid deployment. Certain fundamental reforms, including human resources management, the development of peacekeeping doctrine and integrated planning proved more difficult to implement, but remained critical to the effectiveness of peacekeeping. The Department of Peacekeeping Operations grew concerned that longer-term institutional reforms essential for the future success of United Nations peacekeeping had been relegated due to pressing operational demands. Referred to as "Peace operations 2010", the five-year reform agenda (2005-2010) focused on five priority areas related to institutional development, including doctrine, personnel, partnerships, organization and resources.

12. While the institutional reform agenda is still under way, a number of significant reform milestones have been reached. The establishment of a framework and priorities for the development and dissemination of peacekeeping doctrine, policies and procedures has been critical to addressing the evolving complexities of peacekeeping, for which clear guidance and its consistent application are required. Human resources reforms, pursued in close partnership with Member States, have

resulted in the adoption of General Assembly resolution 63/250, in which the Assembly approved contractual reforms and conditions of service that integrated United Nations peacekeeping staff within the Secretariat, thereby recognizing peacekeeping as a core function of the Secretariat, as called for by the Panel on United Nations Peace Operations in its report (A/55/305-S/2000/809). As a result, efforts to recruit and retain high-quality civilian staff for United Nations peacekeeping operations will be bolstered by the ability to offer greater job security and career development opportunities, as well as improved conditions of service to staff serving in the field. The more systematic recruitment of senior leadership and the institutionalization of training for mission leadership has ensured the better preparation for their diverse tasks, particularly in multidimensional and integrated mission contexts. Strategic partnerships with regional organizations, international financial institutions and other development and humanitarian actors have been strengthened through institutional frameworks for cooperation, including with the European Union, the African Union, the North Atlantic Treaty Organization and the World Bank. The partnerships have already had a positive impact in Haiti and Liberia in terms of early recovery and institution-building efforts in the areas of security sector reform, rule of law and economic governance.

13. Organizational reform activities have led to proposals to integrate various structures to achieve greater coherence in the guidance and support given to peacekeeping operations, in particular to backstop missions on cross-cutting operational issues, with the full range of rule of law and security institutions and administrative, logistic and thematic expertise in the Departments, and to foster institutional learning and development. The integrated mission planning process has been enhanced through the development of revised guidelines, which have more systematically informed the planning efforts of new missions, missions in transition and missions revising their existing plans. The creation of a Conduct and Discipline Unit at Headquarters and conduct and discipline teams in peacekeeping operations has enabled the completion of various initiatives to prevent misconduct and facilitate enforcement of the zero tolerance policy of the Secretary-General. The initiatives have included revisions to the draft model memorandum of understanding between the United Nations and troop- and police-contributing countries, with new provisions on misconduct; a comprehensive policy and strategy on victim assistance; the development and launch of the misconduct tracking system; the development and implementation of training on combating sexual exploitation and abuse; and mission-focused communications campaigns to combat prostitution/transactional sex by peacekeeping personnel.

14. The creation of a Standing Police Capacity of 25 professional officers in 2007 has played a key role in starting up new police operations and assisting existing operations with their strategic planning, the development of national police reform and capacity-building programmes and project portfolios. In its first full year as an operational arm of the Police Division of the Department of Peacekeeping Operations, the Standing Police Capacity has also ensured the timely establishment of the police component of the United Nations Mission in the Central African Republic and Chad (MINURCAT), assisted the United Nations Integrated Mission in Timor-Leste (UNMIT) with the implementation of the restructuring plan for the national police of Timor-Leste and participated in assessment missions in support of the United Nations Interim Administration Mission in Kosovo (UNMIK), the United

Nations Stabilization Mission in Haiti (MINUSTAH) and the United Nations Mission in Liberia (UNMIL).

B. Evolution of United Nations peacekeeping

15. The impetus for the most recent reforms has responded to the exponential increase in demand for United Nations peacekeeping in the period from 2003 to 2007. The increased complexity of peacekeeping operations during that period rendered the existing approach to mounting and sustaining peacekeeping operations unsustainable, despite previous reforms. During that period, 18 peacekeeping operations were established or underwent significant expansion, the authorized strength of peacekeeping personnel rose from 56,315 to over 140,000 and peacekeeping budgets grew from $2.5 billion to $7.6 billion. Peacekeeping witnessed a significant increase in the number of multidimensional operations and a broadening of their scope of substantive responsibilities. This contributed to a dramatic growth in peacekeeping partnerships. Peacekeeping operations operated more routinely in higher threat environments, where ceasefires or peace processes were fragile or non-existent and where crises were therefore much more likely to occur. Deployments were also increasingly made to a post-conflict environment characterized by weak, degraded or non-existent infrastructure.

C. Vision for current peacekeeping reforms

16. The proposals to reform the structure and organization of the Secretariat as set out in the reports of the Secretary-General (A/61/749 and A/61/858 and Corr.1 and Add.1 and Add.1/Corr.1 and Add.2) sought to address the challenges of demand and complexity through a combination of measures:

(a) Strengthened leadership, management and staffing capacities to increase the focus on strategic and policy issues and the direction of peacekeeping operations and to ensure more effective management and oversight of United Nations peacekeeping and broader field support activities; and significantly strengthened working-level capacities to more effectively support the number and complexity of operations;

(b) Formation of the Department of Field Support, designed to consolidate responsibility, authority, accountability and Secretariat resources within a single department to ensure a more coherent, responsive and streamlined approach to delivering the full range of administrative and logistics support to field operations;

(c) New capacities to more effectively support specialized activities mandated for peacekeeping operations in the area of rule of law and security institutions;

(d) Integrated structures for planning, management and support to peacekeeping operations in terms of police, rule of law and security-related capacities, and for institutional self-evaluation, learning and development to ensure greater coherence in the guidance and support provided by the Secretariat to field operations in cross-cutting or interrelated areas of activity;

(e) Shared resources between the Department of Peacekeeping Operations and the Department of Field Support to facilitate organizational coherence and achieve economies of scale.

17. In response to the request contained in General Assembly resolution 61/279, I undertook a comprehensive analysis of the Office of Military Affairs to consider its further strengthening. The report (A/62/752) on the review and the proposed further strengthening of that Office was issued in March 2008.

IV. General Assembly support for further peacekeeping reform

18. In its resolution 61/279, the General Assembly supported the principal reform proposals to: restructure the Department of Peacekeeping Operations into two departments, with the creation of the Department of Field Support; create the Office of Rule of Law and Security Institutions, integrating police, judicial, corrections, disarmament, demobilization and reintegration, mine action and security sector reform capacities; create the Policy, Evaluation and Training Division, integrating policy and best practices with training and evaluation; reconfigure the Africa Division in the Office of Operations into two divisions; and establish integrated operational teams comprising political officers and military, police and support specialists within the regional divisions of the Office of Operations.

19. New capacities in the Department of Peacekeeping Operations were approved, including: the Office of the Chief of Staff and the Public Affairs Section in the Office of the Under-Secretary-General; the Integrated Mission Planning Cell in the Office of Operations; a security sector reform capacity in the Office of Rule of Law and Security Institutions; and evaluation and partnership capacities in the Policy, Evaluation and Training Division.

20. The General Assembly also approved the strengthening of leadership and senior management. In the Department of Peacekeeping Operations, these included: the creation of an Assistant Secretary-General position in the Office of Rule of Law and Security Institutions; upgrading of the Military Adviser position to the level of Assistant Secretary-General to head the upgraded Office of Military Affairs; creation of positions at the Director level for the Chief of Staff and the Policy, Evaluation and Training Division in the Office of the Under-Secretary-General for Peacekeeping Operations and for the second Africa Division in the Office of Operations. In the Department of Field Support, the Assembly approved the creation of an Under-Secretary-General position and the upgrading of the senior management for personnel and finance to the Director level to head the upgraded Field Personnel Division and the Field Budget and Finance Division. In addition, it supported the strengthening of capacities at the working level in both the Department of Peacekeeping Operations and the Department of Field Support.

21. Following the comprehensive analysis of the Office of Military Affairs, the General Assembly, in its resolution 62/250, supported the strengthening of that Office with an additional 45 posts, including 6 posts to be assigned to the Logistics Support Division and the Information and Communications Technology Division of the Department of Field Support, to enhance its strategic direction and oversight of military capacities and to create a crisis response and mission start-up capability.

V. Progress and initial impact of restructuring

22. The structural reforms approved by the General Assembly in June 2007 have remained central to the peacekeeping agenda and have renewed the momentum in efforts to continue improving the way the Secretariat mounts and sustains peacekeeping operations.

23. The Department of Peacekeeping Operations and the Department of Field Support have accorded priority to the recruitment of personnel for the 152 additional positions authorized by the General Assembly, beginning with leadership and senior management positions. All senior appointments were made by August 2008, and all but 4 of the 152 positions have been filled. The remaining positions are under recruitment for the second or third time to identify fully qualified candidates. Seventeen officers are scheduled to arrive in the spring of 2009, with all remaining officers on board by late autumn 2009 to fill the additional posts approved to strengthen the Office of Military Affairs. While it has taken time to recruit staff in accordance with established procedures and requirements and, consequently, to experience the impact of the reforms, the Departments have nonetheless made progress in a number of areas.

A. Unity of command and integration of effort

24. The interlinked mandates and common goals of the Department of Peacekeeping Operations and the Department of Field Support require that they function in a coherent way at all levels of activity. Unity of command and integration of effort have therefore been guiding principles in the management of peacekeeping, both at Headquarters and in the field. The preliminary report of the Secretary-General on restructuring (A/62/741) outlined efforts to strengthen unity of command, both in the field, through the delegation of overall authority to the special representatives of the Secretary-General and heads of mission for all mission components, including military, police and mission support, and at Headquarters, through arrangements by which the Under-Secretary-General for Field Support reports to and receives direction from the Under-Secretary-General for Peacekeeping Operations on all issues that relate to United Nations peacekeeping. In March 2008, efforts to strengthen unity of command were reinforced by the issuance of a policy on authority, command and control, which clarifies the arrangements for uniformed components of field operations and outlines relevant civilian and other managerial structures and their relationship to the uniformed components. Comprehensive directives for senior leadership positions set out the chain of command and roles and responsibilities for each senior mission leadership position, while delegations of authority specify personal responsibilities and accountabilities.

1. Joint senior-level strategic, policy and operational forums

25. In support of unity of effort, joint decision-making forums for the Department of Peacekeeping Operations and Department of Field Support have been established at the strategic, policy and operational levels. At the strategic level, the senior management team and expanded senior management team have given priority attention to doctrine, strategic direction and oversight, focusing on such issues as restructuring, strategic planning for new or potential missions and missions in transition, information and knowledge management, integrated training, human

resources management reforms and evaluations of organizational performance at Headquarters and in the field. The joint Information Management Committee, chaired by the Chief of Staff, ensures the integration of the information and knowledge management projects of the Departments and works to coordinate information technology and communications projects and resources to achieve economies of scale and promote unity of effort. At the policy level, emphasis has been given to policy development on cross-cutting issues and organizational improvement initiatives, including business processes and information management. A joint policy focal points group identifies and recommends peacekeeping guidance priorities and ensures that the drafting and consultation processes are managed in a structured and systematic manner. Operational level focus has addressed cross-cutting mission-specific issues that require timely and coherent decision-making.

2. Shared resources

26. The creation of shared resources in the Department of Peacekeeping Operations and the Department of Field Support has served not only to facilitate integration and achieve economies of scale but also to enhance the development and application of uniform standards and systems across both Departments. A key benefit has been the emergence of areas of expertise across both Departments, which, because of their highly visible value, have inspired other departments to avail of their expertise. Member States have recognized the role of mission support (previously, through the Office of Mission Support; currently, through the Department of Field Support) in supporting field operations led by the Department of Political Affairs. The support has therefore been extended to the Department of Political Affairs itself in terms of the full range of expertise resident in the Department of Field Support, including resources shared by the Department of Field Support and the Department of Peacekeeping Operations. It is anticipated that a service-level agreement between the Department of Political Affairs and the Department of Field Support will be finalized in 2009.

27. The increasing requirement for various elements of the Secretariat to work in harmony to achieve more complex mandates has led other departments and organizations of the United Nations system to seek expanded support from the expertise resident in the Department of Peacekeeping Operations, in such areas as rule of law and security institutions, military affairs, mission planning, the Situation Centre, Executive Office and information management support. The Department of Peacekeeping Operations continues to provide military, police, justice and corrections support to the Department of Political Affairs and the missions under its responsibility. Examples include the United Nations Peacebuilding Support Office in the Central African Republic, the United Nations Assistance Mission for Iraq (UNAMI), the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL), the United Nations Mission in Nepal and the United Nations Peacebuilding Support Office in Guinea-Bissau.

28. While the delivery of such expert support and advice may be organizationally sound and cost-effective, I remain mindful of the provisions of General Assembly resolution 61/279, wherein the Assembly reaffirmed that support account funds should be used for the sole purpose of financing human resources and non-human resource requirements for backstopping and supporting peacekeeping operations at Headquarters. The Department of Peacekeeping Operations and the Department of Field Support are reviewing both the level of support required and the means to

ensure the effective provision of that support within the confines set by resolution 61/279, the preservation of roles and responsibilities and unity of command.

B. Enhanced guidance and support to peacekeeping operations

1. Strategic guidance and direction

29. The restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support have already had a positive impact on the strategic guidance and direction provided to peacekeeping operations. The establishment of a joint strategic forum has allowed the two Departments to anticipate or address political and strategic issues affecting missions at an early stage, resulting in more timely and integrated direction to the field. Periodic joint issues meetings, led by the Office of Operations, also provide an effective forum for decision-making on mission-specific political issues and medium-term strategies. As integrated operational teams have focused on the delivery of integrated guidance and operational support to field missions, regional directors in the Office of Operations have been able to sharpen their focus on political and strategic guidance and advice to Headquarters leadership and field operations. This has been instrumental in guiding leadership decision-making and has led to recommendations being submitted to the Secretary-General and the Security Council on complex issues such as Chad, Kosovo and Somalia.

30. The strengthening of the Office of Military Affairs has also enhanced the quality of the military strategic advice, oversight and guidance provided to field missions, through the chain of command, including the military adviser directive issued for the first time in 2009, which sets the goals and priorities for the Office.

31. The reconfiguration of the Africa Division into two divisions has allowed the Department of Peacekeeping Operations to respond more effectively to new demands and to support operations deployed in Africa more actively. For example, the relevant directors have led the simultaneous planning of a follow-on force to the European Union Force (EUFOR) in Chad and options to support the implementation of the Djibouti Agreement, while exploring options to address the security situation in Somalia and managing complex missions in West Africa, the Great Lakes region and the Sudan.

32. The increased complexity of field missions deployed in harsh, inhospitable terrain across broad geographic areas has raised the prominence of support as a key strategic enabler for peacekeeping operations and special political missions. The creation of the Department of Field Support has sharpened the focus on strategic and policy decision-making in those key areas and has enabled a more strategic management of the Organization's assets and of how, when and where to deliver support services. The Under-Secretary-General for Field Support is currently leading the development of a comprehensive support strategy scheduled for completion by May 2009. To ensure that the strategy is guided by field needs, the Department conducted a quality of support survey of all field operations during August 2008, and a mission support workshop for directors and chiefs in November 2008. In addition to reflecting the guiding principles of the restructuring effort, key elements of the strategy include accountability and risk management; practical frameworks for the implementation of joint operations, programmes and activities;

and the institutionalization of self-evaluation methodologies as the basis for self-improvement.

33. In view of further evolutions in United Nations peacekeeping, a strategic priority during 2009 will include a comprehensive analysis of the medium-term challenges and opportunities for peacekeeping and the ways in which United Nations peacekeeping and its partners can best address them. The study will identify approaches to minimize risk and maximize the effectiveness of United Nations peacekeeping operations. The study is expected to provide the basis for a clear articulation of future strategic and policy goals for United Nations peacekeeping.

2. Doctrine and policy guidance

34. The development of doctrine has advanced across the Department of Peacekeeping Operations and the Department of Field Support in specialized and cross-cutting areas of activity and plays a critical role in ensuring the integrated functioning of the two Departments. As a key priority, the Departments have continued to work on the basis of a shared doctrine. The document entitled "United Nations peacekeeping operations: principles and guidelines", issued in January 2008, has provided a significant benefit in setting out a unified vision and guiding principles for the Departments and United Nations peacekeeping partners. The Secretary-General's bulletins on the functions and organization of the Department of Peacekeeping Operations and the Department of Field Support are equally as important in ensuring that all areas work towards overarching organizational goals with a clear division of labour.

35. With this integrated approach, the two Departments have been able to produce guidance documents to address operational requirements. Examples include the Department of Peacekeeping Operations policy on authority, command and control, which was issued to clarify decision-making authority and accountabilities in the context of complex, integrated operations. A thematic evaluation is currently examining the effectiveness and impact of the policy, and the findings will shape its future revision. Similarly, the Departments are developing a mission start-up field guide, which will address the requirements of all mission components during the initial phase of deployment. Version 1 of the field guide, released in January 2008 for testing in the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and MINURCAT, received positive feedback as a practical tool for senior managers to achieve and maintain full operational capability. The guide is being revised to reflect mission feedback. During 2009, a guidance package on the integrated mission planning process will also be finalized, featuring modules on strategic assessments, mandate implementation plans and the planning roles and responsibilities of Headquarters and the field during the mission life cycle. Following the release of the guidance package in mid-2009, priority will be given to the organization of training on the integrated mission planning process with key partners.

36. With regard to specialized guidance, strengthened capacity in rule of law and security institutions has resulted in the development of comprehensive rule of law guidance, including: technical guidance on assessing police and law enforcement agencies in the broader rule of law and security sector reform context; revised policy on supporting and managing prisons and the various activities of justice components in field operations; and guidance on the relationships and linkages

between disarmament, demobilization and reintegration and both transitional justice and security sector reform. To strengthen support to mandate implementation, guidance development has been directly linked to training for police, justice, corrections and other rule of law and security sector reform experts in field operations.

3. Operational guidance and support

37. Integrated operational teams were established to ensure coherent daily operational guidance and support and provide more responsive backstopping to field operations. Comprising political, military, police, logistics and administrative support, and drawing on the expertise within the Department of Peacekeeping Operations on rule of law, security sector reform, disarmament, demobilization and reintegration, mine action, gender and HIV/AIDS, the core mandate of the teams is to provide integrated operational guidance and support to field missions on cross-cutting issues. As the principal structure for integration between the Department of Peacekeeping Operations and the Department of Field Support, the integrated operational teams have represented one of the more ambitious restructuring elements.

38. Since the preliminary report on restructuring (A/62/741), all seven integrated operational teams in the Office of Operations have been established and staffed. However, difficulties in identifying candidates with the required profile, particularly for military, police and administrative officers, have resulted in significant delays in filling the positions and, therefore, in the functioning of the teams. While it is too early to assess their impact, an internal stocktaking and an evaluation of the teams were conducted in the second half of 2008 to identify and address initial challenges. The assessments indicate that the value of the teams has been most evident during the planning phase for new missions and missions in transition, as well as during the mission start-up phase, when the teams have facilitated the integration of strategic, operational and contingency planning and deployments. Missions that have undergone crises and upsurges in activity have also recorded the support provided by Headquarters as being better integrated and more expedited since the formation of the teams. In particular, the Darfur integrated operational team, the first to reach a one-year anniversary in October 2008, has received the highest level of praise from UNAMID, the Department of Peacekeeping Operations and the Department of Field Support. UNAMID is quoted as reporting that the Mission could not have made the progress it did without the support of the team. The value of the teams has been less tangible in supporting more stable missions, even though integration remains critical for such missions. Although preliminary, the assessments have highlighted the need for the integrated operational team structure to be more flexible in terms of adapting better to mission needs and the stages in mission life cycles.

39. The assessments have also revealed a number of issues that have impacted on the effective and efficient functioning of the integrated operational teams. The decision to staff and budget integrated operational team specialists within their functional areas while locating the team structure within the Office of Operations has resulted in inconsistent perceptions of reporting lines of the integrated operational team specialists. The accommodation of fewer integrated operational team resources than requested for the teams has led to the creation of three team models: mission-specific teams; teams that cover more than one mission; and teams that cover multiple missions and share specialist officers with another team in the

same regional division. As a result, decisions on integrated operational team configuration and guidance developed for the management and operation of the teams have not been universally applicable. A lack of consistency in the functions, empowerment, authority and delivery of work by the integrated operational team officers has evolved, along with differing mechanisms between functional areas and teams in terms of ensuring effective matrix management. Significant challenges have been encountered in recruiting administrative and seconded military and police officers for the teams, in terms of meeting broad experience requirements to effectively function within the team. A central tenet of the role of the specialist officers on the teams is that the officers must effectively represent the policies and position of the parent office within the integrated structure. Since the majority of applicants for the seconded military and police positions do not have prior experience at United Nations Headquarters, this has meant that officers recruited for the teams have needed up to six months of on-the-job training within either the Police Division or the Office of Military Affairs prior to deployment to the teams. To address the problem, it is intended that officers currently serving on secondment in the Department of Peacekeeping Operations will be allowed to apply for team positions for which they meet the requirements, and that if selected, their period of service on secondment would be extended for an additional one- to two-year period.

40. To respond to preliminary internal assessments, an integrated operational team working group, chaired by the Chief of Staff, has developed guiding principles, definitions and a revised, consolidated division of labour matrix between the teams and functional areas of both Departments. The division of labour matrix also reflects an accountability framework for decision-making. The Under-Secretaries-General for Peacekeeping Operations and Field Support have approved the guidance documents on the recommendation of a joint expanded senior management team. Recognizing that "one size does not fit all", they have also approved principles governing the management of the integrated operational teams, enabling the Office of Operations to assign integrated operational team specialist officers across missions, as needed, to meet operational requirements. Revised or new terms of reference are currently being drawn up for team leaders and all specialist officers, as well as for Directors within the Office of Operations, to clarify their functions in line with the agreed division of labour. In parallel, military and police officers have also been deployed from existing resources within the Office of Military Affairs and the Police Division to cover the functions of the specialist officers until the deployment of the selected officers to the integrated operational teams. A follow-up assessment on the functioning and impact of integrated operational teams will be undertaken by June 2009.

4. Technical military advice and support

41. Employing temporary staff against resource increases, an assessments team and a policy and doctrine team have been established in the Office of Military Affairs. The assessment team will produce military threat assessments that will enhance situational awareness in close coordination with the Situation Centre, providing a solid information base for improved military planning and allowing the leadership in the Secretariat and in field missions to make better informed, timely and agreed decisions, based on common assessments. The policy and doctrine team will provide greater capacity to address military policy issues, as well as support the production of new doctrine, in accordance with peacekeeping priorities. Examples

of planned guidance projects include a civil-military liaison policy, revised guidelines for military observers and a monitoring and surveillance policy.

42. As the strengthened military capacities come on board, they are expected to enhance the ability to fulfil existing tasks and will address critical gaps in military specialist capacities, such as military planning for aviation and maritime mandates. The expected impact will be improved speed and efficiency in generating troops, in monitoring military components and in planning, including for aviation and maritime tasks and contingencies; and improved responsiveness at Headquarters in dealing with crises in field missions. The planned strengthening will also enable the Secretariat to provide advice to troop-contributing countries on training for operational military issues, in close cooperation with the Integrated Training Service, with a view to delivering more capable peacekeeping forces.

5. Situational awareness

43. The scope, depth and timeliness of information required for effective decision-making on peacekeeping issues has obliged the Department of Peacekeeping Operations and the Department of Field Support to manage information as a strategic asset that guides and informs the different levels of decision-making. Situational awareness and corresponding communications processes have been thoroughly reviewed to enhance cooperation with field operations, subject matter experts and desk officers in the gathering, collation, analysis and appropriate dissemination of information and to ensure the comprehensiveness, relevance, accuracy and timeliness of reporting to leadership and senior management.

6. Information management

44. Following the establishment of the Department of Peacekeeping Operations and the Department of Field Support Information Management Committee, priority has been given to the governance of information management and initiatives to support collaboration and integration of information between the two Departments, in alignment with organizational policies and standards of confidentiality, and based on the guiding principle that information should be managed as a strategic asset. To that end, the Departments have developed policies to ensure the proper handling, access controls and sharing of information at Headquarters and in peacekeeping operations. They are developing the strategic management system to make key operational and performance indicators readily and electronically available to senior decision-makers at Headquarters and in the field. The peace operations Intranet has been enhanced to enable the contribution of mission content. Improved search tools have facilitated policy and other guidance dissemination and retrieval and the sharing of knowledge, including lessons learned and good practices. These information sources have played an important role in supporting mandate implementation, by enabling improved decision-making on programme and resource management. Collaboration and task management tools have facilitated the integrated functioning of the integrated operational teams. More broadly, the coordination of information management initiatives by both Departments under the auspices of the joint Information Management Committee and related information technology solutions is ensuring coherence, as well as the synchronization and streamlining of information management and technology activities.

45. The initial impact of these initiatives has included: consistent information storage and retrieval across business units at Headquarters and progressively in field operations; the destruction of over 225 feet of obsolete documents, streamlining organizational information and keeping it up-to-date; the streamlining of duplicative holdings of business documents and data throughout peacekeeping operations; ready access by all peacekeepers to timely and accurate guidance, knowledge and information; and real-time document sharing between integrated operational teams and peacekeeping operations (since the software is progressively rolled out to the teams and corresponding missions).

7. Crisis response

46. Crises are much more likely to occur in the high-risk environments in which peacekeeping operations now routinely operate. While many crises arise from factors beyond the control of peacekeeping operations, missions are often expected to play an important role in crisis response. When that response is effective, the negative impacts are minimized; when it is not, the damage can extend to the loss of life. As such, crises represent the ultimate challenge for a peacekeeping operation and the systems that support it during crises. The Department of Peacekeeping Operations and the Department of Field Support have streamlined and simplified Headquarters crisis response procedures to expedite well-informed decision-making and more effective and timely advice to field operations. Similar procedures for crisis management in field operations led by the Department of Peacekeeping Operations will be finalized and implemented in all missions. As a result of these efforts, crisis management mechanisms have been defined and practised, lines of responsibility and accountability have been clarified and improvements in the flow of critical information have already been experienced. Key examples have included the rapid and effective stand-up of the joint Department of Peacekeeping Operations and Department of Field Support crisis management groups and their effective support to the United Nations Mission in the Sudan (UNMIS) and UNAMID in the second quarter of 2008; and to the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) in late 2008. The functioning of joint operations centres and joint mission analysis centres are critical, useful mechanisms, in particular during crisis periods. The strengthening of the mechanisms is ongoing, in line with the findings of the internal 2008 joint operations centre/joint mission analysis centre evaluation.

8. Risk management

47. High levels of risk have become a defining characteristic of peacekeeping operations. Risk management has therefore become necessary to achieve organizational goals and mandate implementation. While an organization-wide risk management strategy is currently under development, the Department of Peacekeeping Operations and the Department of Field Support have developed a draft policy and guidelines on risk management. Training to facilitate the application of risk management responsibilities has begun in the Department of Field Support, and options are currently being explored to expand risk management training to all programme managers within both Departments so that the identification and prioritization of risks through the conduct and analysis of risk assessments and the avoidance and mitigation of risks through risk management and control become part of the organizational culture.

9. Safety and security

48. The security environment in the majority of field operations has required a dedicated professional capacity to plan for and address contingencies when they arise. With the recent creation of a focal point for safety and security for the Department of Peacekeeping Operations and the Department of Field Support, the Under-Secretaries-General benefit from advice on security issues and the development and implementation of overall interdepartmental policies and procedures on the security and safety of United Nations personnel and premises in field operations. Daily liaison with the Department of Safety and Security and internal interaction with all substantive units, including operational, military, police and support components, serve to ensure that provisions for the implementation of United Nations security policies are made in a timely, effective and integrated manner. The specialized internal knowledge and experience in security and safety issues is also enhancing the contribution of both Departments to the responsibilities and deliverables of the Inter-Agency Security Management Network. In addition, the Departments are working in close collaboration with the Department of Safety and Security to provide enhanced training in safety and security. This includes tailored induction training for Heads of Mission on their functions as designated officials to ensure the effective execution of those functions, in addition to ongoing efforts to train staff assigned to high-risk duty stations through the secure and safe approach in field environment training programme.

49. In addition, the Under-Secretary-General for Field Support chairs the Operational Working Group of the high-level Steering Committee on Safety and Security, which was established to implement the recommendations of the Independent Panel on Safety and Security of United Nations Personnel and Premises worldwide. Committee tasks include developing a security risk management framework, reviewing and revising governance and accountability mechanisms, and designing criteria and procedures for determining security phases.

C. Partnerships

50. While the strengthening of partnerships has been a core element of successive reform agendas, the establishment of a partnerships capacity has provided the resources for further progress in that area. Initiatives with United Nations system partners have included the establishment of a joint work programme with the United Nations Development Programme to support the development of joint programming procedures for activities undertaken by field operations. A joint benchmarking study with the Peacebuilding Support Office is also under way, including the development of templates and guidance for mission planners on how to establish, monitor and evaluate indicators to measure the effectiveness of peacekeeping operations and guide transitions.

51. Efforts to enhance the partnership between the Department of Peacekeeping Operations and the World Bank have yielded both practical and strategic results. In Liberia and Haiti, peacekeeping operations worked with the World Bank and United Nations partners to support labour-intensive works, and partnership guidelines have been prepared drawing on those experiences. In addition, the Department of Peacekeeping Operations and the World Bank have conducted a joint review, together with the Development Operations Coordination Office, of the effort in the

Democratic Republic of the Congo to establish a coordinated international approach to support national priorities, the country assistance framework. With regard to World Bank cooperation with the United Nations system, a joint United Nations-World Bank declaration on crisis and post-crisis cooperation was negotiated in 2008 to assist in early engagement and strategic coordination between the United Nations and the World Bank. This is a critical first step in ensuring a more coherent and coordinated approach between security and development actors to enable rapid response to recovery challenges, in particular the delivery of a peace dividend, and to support economic reconstruction.

52. With regard to partnerships with regional organizations, emphasis has been given to the development of tools for the implementation of cooperation frameworks with organizations such as the European Union. Achievements include the completion of joint United Nations-European Union guidelines on planning for joint deployments, which were developed following an analysis of the EUFOR deployment in the Democratic Republic of the Congo and which proved helpful in the planning for Chad.

53. The Department of Peacekeeping Operations has continued to focus its support to the African Union in the areas of mission planning, deployment and management, logistics and resource management. Deliverables have included: training implementation workshops for the African Standby Force, support to the development of an African Union rapid deployment concept, direct training through the African Union senior mission leaders training programme; facilitation of a study on the structural requirements of the African Union Peace Support Operations Division; and support to the work of the African Union-United Nations panel established pursuant to Security Council resolution 1809 (2008). The panel submitted its report on the modalities for support to African Union peacekeeping operations (A/63/666-S/2008/813), which is expected to be submitted to the Security Council for discussion in early 2009.

54. Close cooperation with troop- and police-contributing countries remains critical to the successful planning and management of peacekeeping operations. To that end, the Department of Peacekeeping Operations has enhanced its reporting to Member States on policies and procedures regarding police operations, enabling them to make fully informed decisions on matters related to police and law enforcement. Member States have been included in a doctrine development group on the review of the formed police units. Member States have been consulted during the comprehensive reviews on the Police Division and the Standing Police Capacity. The Department has also provided regular briefings and information packages to Member States on technical police issues, advice on the selection, deployment and rotation of police officers and formed police units, and advice on the provision of comprehensive peacekeeping training programmes for delivery at national police training institutions. A pilot programme designed specifically for UNAMID has already resulted in over 80 per cent of newly deployed police officers having received common training. With the implementation of gender-specific projects, the female police contribution to peace operations has also increased from 5 per cent to 7 per cent in the past two years. In addition, the Division has visited capitals to discuss trends in international policing and has assisted with recruitment and predeployment preparations. In consultation with Member States, the Division will continue to refine its recruitment and selection processes to ensure that police

officers with the required skills are recruited according to the needs of each operation.

55. While collaboration with troop-contributing countries has been significantly strengthened as a result of the reforms set out in the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809), the Department will reassess with troop-contributing countries how it can further improve its interaction and coordination, once the enhanced capacities of the Office of Military Affairs have been recruited and deployed. In the meantime, the Department will continue to provide comprehensive briefings to Member States through private and informal troop-contributing country meetings.

D. Enhancing institutional learning and improvement

56. As Member States have repeatedly stressed, the scope, scale and complexity of peacekeeping operations requires a linked approach to doctrine and policy development, training based on policy and performance evaluation, which informs policy. With the establishment of the Policy, Evaluation and Training Division, the alignment and benefits of those institutional learning and development capacities has already become evident.

57. Progress and accomplishments in doctrine and policy development have been outlined in paragraphs 30 to 32 of the present report.

1. Training

58. The professionalization of peacekeeping has been another long-standing reform endeavour, a core element of which is the training of all categories of personnel to better prepare them to undertake their responsibilities. Following a comprehensive training needs assessment, in field operations, at Headquarters and with Member States, a new United Nations peacekeeping training strategy was developed in 2008 to meet current and anticipated priority training needs of all categories of peacekeeping personnel. As part of the strategy, the Integrated Training Service has assumed responsibility for the oversight of all United Nations peacekeeping training and the provision of relevant policy, training standards, guidance and support to field missions, Headquarters components and national and regional peacekeeping training partners.

59. The Integrated Training Service assistance to field missions has included the conduct of predeployment training to new civilian recruits deploying to field operations, the provision of training standards and materials, information and advice on specialized external training opportunities, planning and budget guidance and technical assistance visits. The Service also provides a range of multidisciplinary training programmes and specific training courses for mission leadership personnel through the senior mission leaders course and the senior leadership induction training programme, to better prepare them for their diverse range of responsibilities. The senior mission administrative and resource training programme, led by the Department of Field Support and piloted in 2008, is intended to strengthen the performance and accountability of administrative functions by leadership and managers in mission support.

60. A supplemental strategy to improve support to Member States is currently being developed, which includes updating training materials for predeployment training to make them more detailed and mission-specific, and substantive guidance by subject matter experts and technical assistance by training experts in the development of course curricula and requirements, upon request.

61. With the creation of additional specialist capacities, the development of specialized training has been given increased attention during the past year. During 2008, guidance and standard operating procedures have been developed on core work processes and a manual for integrated operational teams is due to be completed. Training in core functions, such as reporting, monitoring and analysis has also been provided through the Office of Operations. Teambuilding, induction and specialist training exercises have been undertaken with each integrated operational team. In close coordination with the Integrated Training Service and peacekeeping partners, the Office of Rule of Law and Security Institutions has been developing and providing training to support the implementation of comprehensive rule of law doctrine and guidance, including: preparations with the United Nations Office for Drugs and Crime to provide training to judicial officers in peacekeeping operations on the application of the criminal justice assessment toolkit; development of training material on integrated disarmament, demobilization and reintegration standards; development and implementation with Member States of a predeployment training programme for police officers; preparations for the development of a specific training curriculum for Member States to prepare commanders of formed police units for service in peacekeeping operations; and organization of annual rapid response plan exercises, which serve as an international staff training and assessment event to ensure coordinated, rapid mine action responses with partners.

62. A report on the progress of training in peacekeeping, which details peacekeeping training initiatives and challenges, will be considered by the General Assembly at its resumed sixty-third session.

2. Evaluation

63. In alignment with peacekeeping challenges and restructuring priorities, mission evaluations have been undertaken of the transition of the United Nations Integrated Office in Sierra Leone to a peacebuilding mission (UNIPSIL) and the implications for mission transitions, and of UNMIS mission support activities. In the first half of 2009, evaluations will be undertaken of UNAMID and of the planning and management of the United Nations Interim Force in Lebanon (UNIFIL) Maritime Task Force. At Headquarters, evaluations have been undertaken on integrated operational teams, and support has been provided to the Police Division-led evaluation of the Standing Policy Capacity. In the first half of 2009, an evaluation will be undertaken of conduct and discipline capacities, focusing on the process for repatriation, and of database operations, including linkages to recruitment for all categories of personnel. Cross-cutting evaluations were directed at issues related to integration, including the policy on joint operations centres/joint mission analysis centres, as well as the policy on authority, command and control in United Nations peacekeeping operations, which is due to be completed in mid-2009.

64. The impact of these evaluations has already become apparent. Recommendations have fed into revised guidance development, as in the case of the joint operations centres/joint mission analysis centres and integrated operational

team guidance, while also influencing the work and priorities of the integrated operational team working group. They have also led to significant process improvements and products, as has been the case of the UNMIS joint mission analysis centre. Recommendations have also led to initiatives, such as the organization of a transition workshop in mid-2009, drawing on the lessons learned and good practices of the Sierra Leone experience.

65. After a year of operation, the Department of Peacekeeping Operations will seek the approval of the General Assembly, in the context of the proposed 2009/10 support account budget, to move the evaluation capacity from the Peacekeeping Best Practices Section to the Office of the Director of the Policy, Evaluation and Training Division. The relocation would deter potential conflicts of interest between the Section, which is responsible for developing or coordinating policy processes, and the evaluation capacity, which, inter alia, focuses on assessing policy design and sufficiency. It would also conform to the guidance provided by the Office of Internal Oversight Services regarding the independent location of evaluation from other management functions, with direct access to the appropriate level of decision-making.

E. Improvements to administrative and management processes

1. Business process improvement initiative

66. Structural reform and additional capacities constitute only part of the reform equation. Greater attention must be, and has been, given to addressing systemic issues, particularly improvements to work processes and procedures.

67. In February 2008, the Department of Peacekeeping Operations and the Department of Field Support, in partnership with the Department of Management, launched a business process improvement initiative to streamline and improve business processes and develop capacity to contribute to continuous organizational improvement. Building on a needs assessment, the three Departments designated planning, personnel and procurement as broad priority areas for business process improvement. The first phase of the initiative, comprising 10 improvement projects, is due for completion in February 2009. To facilitate successful project implementation, the initiative is supported by the Lean Six Sigma capacity-building programme, which comprises concepts and tools, as well as a rigorous methodology to significantly improve the efficiency and effectiveness of business processes, with proven results in the public and private sectors. In support of the associated talent management and enterprise resource planning initiatives, additional Lean Six Sigma activities have included the completion of a comprehensive high-level mapping of human resources management activities to ensure a shared understanding of the human resources management "universe" and terminology and to facilitate the synchronization of human resources management reform initiatives. The project included the mapping of existing and "to be" processes in priority areas of the talent management initiative to validate those processes or identify areas for further streamlining and other improvement before systems development, and to facilitate "quick win" initiatives in support of the longer-term business process improvement projects.

2. Mission leadership

68. Given the dynamic strategic and operational environments in which conflict and peacebuilding routinely take place and the growing number of actors involved in those processes, the demand for strong leadership has become even more critical. The restructuring of the Senior Leadership Appointments Section, which now has a direct reporting line to the Under-Secretary-General for Field Support, has ensured that planning, coordination and oversight processes related to the identification of potential candidates for leadership positions in missions are more consistently aligned with high-level political and operational priorities. It has also resulted in renewed levels of communication and strengthened support to Headquarters senior management, mission managers and individual candidates under consideration. A joint review by the Department of Field Support, the Department of Peacekeeping Operations and the Department of Political Affairs of existing vacancy management and succession planning processes for senior appointments is currently under way in collaboration with the Executive Office of the Secretary-General, with a view to streamlining and enhancing elements of the process to support decision-making in the selection of senior appointments. Dedicated attention to upholding organizational objectives, such as improved gender balance, has also resulted in a 28 per cent increase in the appointment of women in leadership positions in peace operations since July 2007.

3. Human resources management

69. Human resources management authorities have been better aligned and processing bottlenecks alleviated through the delegation of authority by the Department of Management to the Department of Field Support to make discretionary decisions regarding job classifications of field positions up to and including the D-1 level; approval for the movement of staff to higher levels; and the management of staff and the administration of benefits. Further authorities have been onwardly delegated to field missions for staffing table management, staff selection and onboarding. Building on the experience gained, the Department of Field Support has submitted to the Department of Management for its consideration a chart of all human resources management authorities, plotted to specify points of responsibility and accountability and to identify further paths to delegate responsibility to the Department of Field Support and to field missions.

70. In addition to process improvements made to human resources management systems and the concerted efforts of the Department of Field Support to contribute to the development and introduction of the new talent management system by the Office of Human Resources Management, the strengthening and restructuring of the Field Personnel Division of the Department of Field Support has enabled the Division to dedicate attention to human resources capacity-building. The Division has introduced central review body mechanisms and is building on a successful pilot project to introduce occupational group managers across all 22 occupational groups, to improve the effectiveness and efficiency of the staff selection system and support the mobility and career development of staff serving in field missions. Other initiatives include: the conduct of a programme for an advanced compendium for trainees for human resources management specialists deployed to six field operations; the training of Chief Civilian Personnel Officers through both an annual training opportunity and the use of web-conferencing technology to provide training on specific issues; and the development of the people module of the senior mission

administrative and resource training programme. In addition, the development of detailed standard operating procedures on staffing table management, staff recruitment, selection and onboarding have facilitated, along with enhanced monitoring, the delegation of human resources authorities to the field. To further support the delegation, the Department of Field Support has rolled out human resources action plans in the field. In so doing, the Field Personnel Division has sustained the full level of administrative and management support to the field, including vacancy management for mission leadership and all international posts, succession planning for senior mission support leadership positions, the completion of approximately 3,000 staff selections in the 2007/08 budget year and the administration of almost 7,000 international staff, with financial implications estimated at $1.8 billion.

4. Conduct and discipline

71. The launch in July 2008 of a new misconduct tracking system, an Internet-based allegations database system, represented an important step in information-gathering, which will strengthen the monitoring, analysis and reporting of conduct and discipline in field operations and contribute to ongoing improvements to minimize misconduct and to facilitate the application of the zero tolerance policy of the Secretary-General. Approximately 2,100 cases have been entered into the tracking system to date, covering data for 2008 and most of 2007. The retroactive data entry process will continue to incorporate data since 2005. Following the restructuring, priority has also been given to launching anti-prostitution campaigns in six missions (MONUC, the United Nations Operation in Côte d'Ivoire (UNOCI), MINUSTAH, UNMIT, UNMIS and UNMIL) and to the finalization of training modules for middle managers and senior managers on the prevention of sexual abuse and exploitation.

72. Although the impact of actions and programmes related to conduct and discipline are only evident in the long term, the number of allegations of sexual exploitation and abuse involving peacekeeping personnel have dropped during the past two years. In 2006, the Office of Internal Oversight Services received 357 allegations of sexual abuse and exploitation, with 127 allegations reported to the Office in 2007 and 83 in 2008. The number of allegations of category I misconduct (excluding sexual abuse and exploitation) has also declined slightly since 2007, with 139 allegations of misconduct reported to the Department of Peacekeeping Operations and the Department of Field Support in 2007 and 129 reported in 2008. However, there has been an increase in the number of allegations of category II misconduct, with 877 cases reported in 2008, as compared to 671 in 2007.

5. Financial management

73. The Field Budget and Finance Division of the Department of Field Support launched two new initiatives in 2007, "Abacus" and the programme for an advanced compendium of trainees, to contribute to a streamlined budget process, while also improving the timeliness and quality of the budget submissions of peacekeeping operations. The Abacus initiative represents a significant change in the approach and role of the Field Budget and Finance Division in the preparation process for field operation budgets. Abacus teams comprise members of all four divisions of the Department of Field Support, which deploy to missions to provide advice in situ to mission staff during the budget preparation process. The initiative, which was

piloted in three peacekeeping operations (MONUC, UNOCI and UNMIL) in September 2007 and in one operation (MINURCAT) in January 2008, resulted in a reduction of the draft budget review process at Headquarters from approximately three weeks to one day, increasing the efficiency of the budget process and the timeliness of submissions. The quality of budget proposals also improved through direct advice to all stakeholders, while giving field operations a greater sense of ownership of their budgets. Based on the pilot results, Abacus team visits have been expanded to seven peacekeeping missions (MINUSTAH, MONUC, UNIFIL, UNMIS, UNMIT, UNAMID, MINURCAT) and three special political missions (the United Nations Assistance Mission in Afghanistan, the Office of the Special Representative of the Secretary-General for West Africa and the Cameroon-Nigeria Mixed Commission) for the 2009/10 budget cycle, achieving results similar to the pilots, including the timely submission of mission budget proposals. The Abacus visits will continue for the 2010/11 budget cycle, including in response to senior mission management requests.

74. The first class of six budget officer trainees completed the Programme for an Advanced Compendium for Trainees at Headquarters for three months before deploying to peacekeeping operations (MINURCAT, UNMIS, UNAMID, MONUC, UNOCI and UNMIT). The initiative has helped reduce the level of key vacancies in budget offices. Mission management has expressed strong satisfaction with the trainees deployed. The next programme is planned for the first half of 2009.

6. Logistics

75. The increased visibility of field support issues and opportunities resulting from the creation of the Department of Field Support has taken logistic planning and support to a new level of contribution to field operations. The separation of the technical aspects of field support from the political aspects of peacekeeping has enabled the Department of Field Support to address logistics and support issues at an operational level with more focused and effective results. One example has been the creation of a tripartite group with the participation of the Government of the Sudan, the African Union and the Department of Field Support. It has also generated alternative thinking and approaches to supporting peacekeeping efforts, as was evident in the recent consideration by the Security Council of options for responding to the crisis in Somalia, which included a role for the United Nations to provide logistics support.

76. In addition, new mechanisms for integration and cooperation have been established with field support partners. The Cartographic Section of the Department of Field Support has established strategic partnerships with the European Commission Joint Research Centre, the Bureau géographique interarmées, the Ministry of Defence of France, and the European Union Satellite Centre to support the geographic information needs of United Nations peacekeeping operations. MINURCAT signed a technical agreement with EUFOR to establish the modalities for the provision of infrastructure and logistics support to the Mission. Overarching financial arrangements to support future logistics cooperation have been sent to the European Union for signature. Major improvements in the efficiency and effectiveness of delivery of logistics support to the field have been achieved by the implementation of tenant units at the United Nations Logistics Base at Brindisi, Italy. Controlled by the Department of Field Support, the programmes have the advantage of being located in greater proximity to the missions in similar time zones

and are able to rely on telecommunications, as well as sea and air access. The tenant units now operating at the United Nations Logistics Base are: the Integrated Training Service, the Geographical Information System Centre, the Strategic Air Operations Centre, the Regional Aviation Safety Office, the Engineering Design and Standardization Centre and the Reference Checking Unit. The core functions of the United Nations Logistics Base (logistics, telecommunications and training and administrative services) have enabled organizational cost savings, delivered engineering and geographic information resources and services to missions (such as engineering designs and templates, topographic and satellite maps, as well as water and terrain analysis) and connected missions to a global engineering database. With the designation of the Strategic Air Operations Centre as the central platform for the management of strategic airlifts and the monitoring and tracking of aircraft and cargo movement for intermission operations, the Department of Field Support has also promoted the regionalized approach. For its part, the Regional Aviation Safety Office has provided safety oversight to UNMIK, the United Nations Observer Mission in Georgia, United Nations Peacekeeping Force in Cyprus, UNIFIL and UNAMI.

7. Procurement

77. As part of the restructuring process, the Department of Field Support has worked closely with the Procurement Division of the Department of Management and other Secretariat entities to examine options for improving field procurement. Improving procurement in the challenging peacekeeping environment is compounded by difficulties in attracting and retaining skilled procurement staff, the lack of developed markets and the poor conditions of communications infrastructure. To mitigate those factors, procurement reform initiatives have sought to improve internal controls and processes. Underpinning the efforts is the joint review by the Department of Management and the Department of Field Support of procurement governance structures, and steps to expand training for peacekeeping staff; the updating of the United Nations procurement manual; the increase in the delegation of procurement authority, from $200,000 to $500,000, at Headquarters and in the field to meet the operational turnaround requirements of peacekeeping; and implementation of a management process of recordkeeping for tracking and monitoring field procurement delegation. Recognizing that much remains to be done, the Department of Management and the Department of Field Support will continue to work together to complete the analysis of options for streamlining procurement processes and to clarify lines of responsibility. It is hoped that the initiatives under way, including the ongoing review of governance, will improve business processes and achieve efficiencies.

8. Information and communications technology

78. With the creation of the Office of Information and Communications Technology in the Secretariat, headed by the Chief Information Technology Officer, a realignment of accountabilities and responsibilities for information and communications technology has been undertaken. The Office of Information and Communications Technology has assumed its role in setting the direction and architecture of information technology for the Organization, as well as for the planning and development of organization-wide information and communications technology applications, including enterprise resource planning and other major

systems. The clear delineation of responsibilities has enabled the Department of Field Support to focus on service delivery of field-specific requirements. Given the growth in the number and complexity of field operations, this specialization has strengthened capacity for the implementation of initiatives. The "Light footprint" initiative has leveraged technological advances to reduce the overall physical infrastructure required to deliver information and communications technology (ICT) services. It has also enabled ICT personnel and infrastructure to be centralized in regional hubs, such as the United Nations Logistics Base at Brindisi, Italy, and at Entebbe, Uganda. Efficiency gains are expected to include significant reductions in power and space requirements and a reduced need for specialized personnel in individual missions in the coming years. The facility at Entebbe has been established as a tier 2 Disaster Recovery and Business Continuity facility for MONUC, UNAMID, the United Nations Integrated Office in Burundi, UNMIS and MINURCAT as well as an asset management unit for communications and information technology services. In addition, an ICT management certification programme has been implemented, which includes a structured training and mentoring programme for ICT managers in key technical and managerial competencies to further enhance the quality of services provided.

VI. Other issues

A. Division of labour within the Department of Political Affairs

79. The Department of Peacekeeping Operations and the Department of Political Affairs continue to be guided by the principle that the Department of Political Affairs will be the lead department for political and peacebuilding offices in the field, and the Department of Peacekeeping Operations will be the lead department for the planning and management of all peace and security operations in the field, including those in which the majority of personnel are civilians. Under such arrangements, it has been the practice for the Department of Peacekeeping Operations to lead all integrated missions with major uniformed security components and substantial core security responsibilities, while the lead for other peacebuilding or special political missions has been determined on a case-by-case basis. To ensure the overall efficiency of United Nations support to the field, both Departments are refining a common set of principles for interdepartmental cooperation, which will ensure unity of command, complementary of effort and effective resort to the special expertise resident in the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support. The principles will be enunciated in the Secretary-General's bulletins for each Department, which are being finalized.

B. Areas for further reform

1. United Nations police

80. The number of police officers authorized for deployment in United Nations peacekeeping operations and special political missions increased fifteenfold over the past decade, from under 1,170 in 1995 to 17,000 in 2008. In the light of the growth and evolving role of police components in peacekeeping operations and special

political missions, the Police Division has struggled to keep pace with the provision of support required from Headquarters. The Division is currently staffed with 27 professional personnel, indicating a ratio of 1 Headquarters officer to 630 police personnel in the field. In response to the changing nature and dramatic growth of the policing aspects of peacekeeping, both the Special Committee on Peacekeeping Operations and the Office of Internal Oversight Services have called for a strategic review of the management of United Nations police activities in peacekeeping operations.

81. A review team, comprising internal and external members, conducted the study between August and December 2008. Key findings and recommendations included: the identification of critical gaps that compromised the ability of United Nations police to achieve their mandated tasks, including the absence of a comprehensive strategic doctrinal framework on international policing in peacekeeping; weaknesses in planning; the need to improve Police Division business practices and to strengthen the Division's police selection and recruitment capacity, its doctrinal and planning capacities and thematic policing expertise; and the need to augment existing human, financial and logistical resources within existing structures. The Special Committee on Peacekeeping Operations received a briefing on the assessment in December 2008.

82. With an initial operating capacity of 25 professional officers, the Standing Police Capacity is currently unable to respond effectively to all requests for police assistance. It does not have the capacity to set up the police component of a large mission or to provide minimal initial functionality for the police headquarters component of a medium-sized but proactive mission. The absence of parallel capacities to rapidly deploy justice and prisons experts threatens to lead to an imbalanced and disjointed approach to the rule of law in the field. A report on the first years of operation of the Standing Police Capacity (A/63/630), prepared by a panel of experts, was issued in mid-January 2009. In its report, the panel underlined the need to strengthen the Standing Police Capacity to enable it to respond to the increased demand for its core functions. The report will be discussed by the Special Committee on Peacekeeping Operations during its regular session in February 2009. Inter-agency recommendations related to the possible establishment of a rule of law standing capacity, comprised of justice and prisons specialists, will also be shared with the Special Committee. The rule of law standing capacity specialists would deploy alongside the standing police capacity to help start up new missions and reinforce existing ones, so that a more holistic package of rule of law assistance is available to peacekeeping host countries.

2. Chief of Staff of the Department of Peacekeeping Operations

83. The Chief of Staff position in the Department of Peacekeeping Operations was created with the primary responsibilities to oversee the internal management of the Department of Peacekeeping Operations on behalf of the Under-Secretary-General and to ensure the effective integration of the Department of Peacekeeping Operations and the Department of Field Support. Since the restructuring, the Chief of Staff has effectively served and supported both Under-Secretaries-General as a shared resource. The Chief of Staff will continue to support both Under-Secretaries-General in that manner. The Chief of Staff will also continue to direct other shared resources, including the Executive Office, the Situation Centre, the Information Management Unit and the Registry.

VII. Ongoing challenges for United Nations peacekeeping

84. The strengthening of structures, capacities and resources of the Department of Peacekeeping Operations and the Department of Field Support has unquestionably led to improvements in the planning, guidance, management and support of peacekeeping operations. However, their capabilities have continued to be outpaced proportionately by the growth and seemingly ever-increasing complexity of peacekeeping mandates as the instrument of peacekeeping is continually honed to meet the emerging challenges confronted by the international community. Since the restructuring, this has become clearly evident in the planning and deployment of two highly complex operations to Chad and the Central African Republic (Security Council resolution 1778 (2007)) and to Darfur (Security Council resolution 1769 (2007)). UNAMID represents the largest and most challenging United Nations operation. Combined, UNAMID and MINURCAT have increased the authorized strength of peacekeeping personnel by over 30 per cent and have required various, and new, forms of engagement with regional organizations. In its resolution 1863 (2009), the Security Council requested the Secretary-General to implement an innovative form of engagement, by which the United Nations was to provide a logistics support package to the existing African Union Mission in Somalia (AMISOM). Supplementary strengthening of AMISOM troops will be achieved through a trust fund established by the Secretary-General expressly for that purpose.

85. While successive reforms have been necessary to enable the Secretariat to meet the evolving challenges associated with planning, launching, managing and supporting peacekeeping operations, the technical capacity has only been part of the equation. The success — or failure — of peacekeeping operations is dependent above all on the parties to the conflict, the Security Council and the Member States. United Nations peacekeeping cannot succeed if there is no peace to keep, if peacekeeping operations do not have clear, realistic and achievable mandates, or if the political, human, financial or material resources required are not provided in full and in a timely manner. Darfur is a recent example where mandated activities have not been possible, where the critical resources required have not been provided and where the Secretariat has been unable to address those gaps alone.

86. Simultaneously managing the reform of United Nations peacekeeping while mounting, significantly adjusting, and maintaining direction and support to new and existing missions has been a reality for the Department of Peacekeeping Operations for much of the past decade and for the Department of Field Support since its establishment. While the challenge has been significant for peacekeeping, it has represented an even greater test for field support, given the challenges of establishing a new structure and the additional scope and complexity of its role as a support provider to 18 field operations under the responsibility of the Department of Peacekeeping Operations and an additional 16 special political missions led by the Department of Political Affairs.

87. Over the past several years, I have recorded the enormous challenge of recruiting and retaining high-quality civilian staff for United Nations peacekeeping operations, as evidenced by persistently high vacancy and turnover rates. To address the challenges, I have proposed a series of reform measures to streamline contractual arrangements, harmonize conditions of service and improve human resources management. With the adoption of General Assembly resolution 63/250, Member States have taken effective action to empower the Secretariat to offer

greater job security and more equitable conditions of service that, when put into effect in July 2009, are expected to yield significant gains in attracting and retaining staff for United Nations field operations. Coupled with improved business processes and the introduction of the talent management and, eventually, enterprise resource planning systems, the comprehensive overhaul of the Secretariat human resources management framework can be expected to yield significant gains in staffing the operations to effectively deliver the more complex mission mandates entrusted to the Secretariat. Another major challenge will be to further streamline supply chain management, including procurement governance and processes. A joint and comprehensive exercise is being undertaken by the Department of Management and the Department of Field Support to review the overarching control framework, including the existing delegation of procurement authority to the field, and procurement oversight mechanisms. It is intended that the revised procurement governance system will be accompanied by a training and certification programme.

88. The Integrated Training Service assistance to field missions has included the conduct of predeployment training to new civilian recruits deploying to field operations, the provision of training standards and materials, information and advice on specialized external training opportunities, planning and budget guidance and technical assistance visits. The Service also provides a range of multidisciplinary training programmes and specific training courses for mission leadership personnel, such as the senior mission leaders course and the senior leadership induction training programme, on their diverse range of responsibilities.

89. Pursuant to the decisions of the Policy Committee of the Secretary-General, the Department of Peacekeeping Operations is the designated global lead entity within the United Nations system in the rule of law areas of police and law enforcement and corrections. This includes responsibilities to support Member States, coordinate United Nations and external actors and develop policy and best practices in the context of peacekeeping, as well as in country-specific situations where no United Nations field operations are present, and in the context of longer-term institutional development. Despite the Department's willingness to accommodate requests from Member States and United Nations partners for such support, current capacity constraints hinder its ability to comprehensively respond to support requirements in the peacekeeping context alone. Similarly, the Department has limited security sector reform capacities. The Department will therefore seek to strengthen its Office of Rule of Law and Security Institutions capacities in the context of the 2009/10 support account budget. Given the increased importance of security sector reform in the effective implementation of many mission mandates, the Department will also seek the approval of the General Assembly in the proposed 2009/10 support account budget, for the formal establishment of a security sector reform unit in Office of Rule of Law and Security Institutions.

VIII. Conclusions

90. Over the past decade, the sustained attention and investment of Member States in United Nations peacekeeping has enabled the instrument to adapt to the evolving challenges of supporting international peace and security. Through successive reforms, the Secretariat has been able to more professionally, effectively and efficiently mount, sustain and transition from peacekeeping operations. As the peace and security challenges before the international community grow more complex, so

do the adjustments required to sustain the relevance and capacity of United Nations peacekeeping to respond to the challenges. There is no silver bullet, and the interventions required must take place at several strategic, policy and operational levels. For its part, the Secretariat must continue to refine its strategies, policies and operations and ensure that they are underpinned by standards, systems and processes that support effective, timely, decisive, accountable and, as needed, integrated action, both at the level of Headquarters and in the field. Member States have a right to expect that the Secretariat will continue to assess its efforts, learn from its experiences and from the experiences of other organizations and of Governments, to adjust and evolve to meet the new challenges and demands put before it. Although only 18 months have passed since the implementation of General Assembly resolution 61/279, the creation of the Department of Field Support and the strengthening of both the Department of Peacekeeping Operations and the Department of Field Support, the reform agenda set by the Member States is already achieving discernible gains. I count on Member States to sustain their dedicated attention and commitment to the process of the reform of United Nations peacekeeping operations, through the provision of policy guidance and direction as well as the material and human resource support required.

IX. Actions to be taken by the General Assembly

91. The actions to be taken by the General Assembly are as follows:

The General Assembly is requested to sustain its support for the reform of United Nations peacekeeping and, in so doing, to take note of the present report.

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Agenda item 132
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the Office of Internal Oversight Services under the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010

Report of the Independent Audit Advisory Committee

Summary

The present report reflects the comments of the Independent Audit Advisory Committee on the proposed budget for the Office of Internal Oversight Services under the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010.

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I. Introduction

1. The Independent Audit Advisory Committee has undertaken a review of the proposed budget for the Office of Internal Oversight Services (OIOS) under the support account for peacekeeping operations for the financial period from 1 July 2009 to 30 June 2010. The review was conducted in response to paragraph 2 (d) of the terms of reference of the Committee annexed to General Assembly resolution 61/275, according to which one of the responsibilities of the Committee is to review the budget proposal of OIOS, taking into account its workplan, and to make recommendations to the Assembly, through the Advisory Committee on Administrative and Budgetary Questions.

2. The Committee devoted a significant amount of time at its fourth session, held from 1 to 3 December 2008, to discussing the OIOS workplans and budget. In the interaction with OIOS the Committee obtained an understanding of the risk-based work planning process undertaken in each of the OIOS divisions and the process of formulating the final workplans for each year. The Committee was also briefed by OIOS on its 2009/10 proposed budget under the support account for peacekeeping operations.

3. The Committee appreciates the efforts of the Office of Programme Planning, Budget and Accounts in expediting the preparation of the relevant OIOS budget documents for review by the Committee.

II. Background

4. The proposed budget of OIOS under the support account for peacekeeping operations covers the Investigations Division, the Internal Audit Division, the Inspection and Evaluation Division and the Executive Office of OIOS. This budget is for the period from 1 July 2009 to 30 June 2010 and is estimated at $24,358,300 (gross) which represents a decrease of $2,520,900 (gross), or 9 per cent, over the prior year's approved budget of $26,879,200 (gross). This lower budget primarily relates to the economies and efficiencies that will be achieved if the Investigations Division is restructured as proposed by OIOS and endorsed by the Independent Audit Advisory Committee.

5. The financial resources for OIOS for 2009/10 as compared with 2008/09 are as follows:

	Approved 2008/09	*Proposed 2009/10*	*Variance*	*Variance (percentage)*
	(thousands of United States dollars)			
Investigations Division	10 283.0	9 287.7	(995.3)	(10)
Internal Audit Division	13 311.2	13 381.5	70.3	1
Inspection and Evaluation Division	502.2	985.1	482.9	96
Executive Office	713.0	704.0	(9.0)	(1)
Programme support costs	—	—		0
Procurement task Force	2 069.8	—	(2 069.8)	(100)
Total	**26 879.2**	**24 358.3**	**(2 520.9)**	**(9)**

Note: Budget figures provided by Office of Programme Planning, Budget and Accounts, Peacekeeping Finance Division.

6. OIOS has presented information to the Committee on its strategic management focus and workplan, which is the basis of its proposed resource requirements for the budget period. The key strategic management focus and a summary of the workplan for each of the three Divisions, as presented by OIOS, are provided below.

A. Investigations Division

Key management focus

7. OIOS has resubmitted its proposal for restructuring the Investigations Division taking into consideration the recommendations and comments of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions and the Independent Audit Advisory Committee. OIOS presented the need for specialization within the Division to deal effectively with each of the two main types of investigation cases, namely allegations of sexual exploitation and abuse, and allegations relating to financial, economic and administrative misconduct as the key driver for the restructure.

8. OIOS believes that the creation of a new structure in a hub and spoke configuration, with the hubs being Nairobi, Vienna and New York, will facilitate more efficient and economic use of specialist investigation resources. OIOS cites that a significant advantage of having investigators co-located in the hubs is that there will be a larger pool of staff available, which offers more options for ensuring that the right skills can be rapidly deployed to peacekeeping missions to meet any critical need that may arise. The structure according to OIOS also represents an opportunity to build a more effective environment for training, supporting and backstopping the investigators in their work.

9. According to OIOS the problems inherent in the current structure, based on experience to date, adversely impacts the timeliness and quality of investigations. These include:

(a) Difficulty in attracting and retaining qualified investigators to serve as resident investigators in missions;

(b) Having small investigation teams in several missions presents real obstacles to effective management and administration;

(c) Difficulty in maintaining relevant expertise in missions, including the lack of experience to address financial misconduct;

(d) Official leave provisions in missions that result in extended absences of investigators.

10. OIOS outlined more specific arguments to justify the new structure for the Investigations Division:

(a) The new memorandum of understanding with troop-contributing countries, which shifts primary responsibility for investigations involving troops to the relevant troop-contributing country. This will significantly diminish the OIOS role to one that is initiated on an as-required basis;

(b) Overall reduction in sexual exploitation and abuse cases in the missions during 2007 (77 per cent down from 2006) and 2008 (a further 52 per cent down

from 2007) means fewer investigators are required in the missions for those types of cases;

(c) Increased caseload related to financial, economic and administrative related allegations as a result of the incorporation of the Procurement Task Force cases (175) into the Investigations Division. The hubs will facilitate creation of specialists within each hub to deal with those types of cases.

Workplan summary

11. The Investigations Division projected its outputs for 2009/10 as follows:

(a) 470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action;

(b) 95 investigation reports;

(c) 90 referrals issued to relevant programme managers for comment and action prior to OIOS investigation or closure of case;

(d) 18 advisories issued to the Department of Field Support and mission management related to the proposed investigation of category I cases or on category II investigations carried out.

B. Internal Audit Division

Key management focus

12. The Internal Audit Division's priorities for 2009/10 will be:

(a) To complete the risk assessments of 15 peacekeeping missions using the OIOS risk assessment framework;

(b) To improve adherence to the audit workplan as recommended by the Board of Auditors.

13. To accomplish this, the Internal Audit Division will give particular attention to recruitment efforts for resident auditors and the oversight by Headquarters of resident audit offices through regular monitoring visits, training and implementation of a quality improvement programme.

Workplan summary

14. The workplan of the Internal Audit Division will include the following outputs and activities:

(a) An annual report to the General Assembly on audit results and the implementation of critical audit recommendations on peacekeeping operations;

(b) An audit report specifically requested by the General Assembly;

(c) 10 audit reports by United Nations Headquarters auditors;

(d) 100 audit reports by resident auditors located in peacekeeping missions;

(e) 2 horizontal audits on issues relating to peacekeeping missions in general;

(f) 15 risk assessments by resident auditors of peacekeeping missions;

(g) A professional development training programme for resident auditors and audit assistants and an annual conference of chief resident auditors.

C. Inspection and Evaluation Division

Key management focus

15. The strategic priorities and focus for 2009/10 of the Inspection and Evaluation Division include an emphasis on:

(a) Making operational the strategic risk-based approach for work planning for peacekeeping evaluations;

(b) Strengthening its capacity to conduct in-depth evaluations of individual peacekeeping missions and Headquarters-based entities as well as thematic evaluations that cut across all missions with a focus on assessing relevance, efficiency, effectiveness and impact;

(c) Strengthening core evaluation competencies, including the development of methodological tools and procedures, for review of linkages between United Nations peacekeeping operations and the broader political, institutional and socio-economic changes that are meant to follow;

(d) Coordination and collaboration with the OIOS Internal Audit Division and other oversight bodies on risk assessments and planning of assignments;

(e) Collaboration with the Department of Peacekeeping Operations and the Department of Field Support to ensure clarity of respective evaluation responsibilities and avoid duplication of effort.

16. OIOS also plans to significantly increase the scope and coverage of peacekeeping operations in order to respond to the provisions of General Assembly resolutions 58/269 and 60/257 on strengthening the monitoring and evaluation system and on improving the format and timing of programme performance and evaluation reports.

17. OIOS clarified that the responsibilities of the Evaluation Unit of the Department of Peacekeeping Operations are distinct from the Inspection and Evaluation Division in that the Evaluation Unit will undertake and support self-evaluation, focusing on mission-specific operational issues, with the aim of identifying weaknesses that will require remedial action within the missions. The Inspection and Evaluation Division describes its activities as independent and objective assessments of peacekeeping operations, ensuring accountability for the results attained by the missions, assessing the actual impact and achievement of the mandates of the Department of Peacekeeping Operations, and conducting department-wide systemic/thematic evaluations addressing cross-cutting functional, organizational or policy issues that affect all or individual peacekeeping missions.

Workplan summary

18. The workplan of the Inspection and Evaluation Division for 2009/10 will include:

(a) Two in-depth evaluations addressing the attainment of broader peacekeeping objectives and results achieved in individual peacekeeping missions;

(b) One thematic evaluation addressing cross-cutting functional, organizational or policy issues that affect all (or several) individual peacekeeping missions.

III. Comments of the Independent Audit Advisory Committee

A. General

19. The Independent Audit Advisory Committee committed a significant proportion of its fourth session to discussions with OIOS on its work planning process.

20. In preparing its comments the Committee took guidance from the request of the General Assembly as articulated in the Committee's terms of reference (General Assembly resolution 61/275, annex, para. 2):

> "(c) To examine the workplan of the Office of Internal Oversight Services, taking into account the workplans of the other oversight bodies, with the Under-Secretary-General for Internal Oversight Services and to advise the Assembly thereon;
>
> "(d) To review the budget proposal of the Office of Internal Oversight Services, taking into account its workplan, and to make recommendations to the Assembly through the Advisory Committee on Administrative and Budgetary Questions; the formal report of the Independent Audit Advisory Committee should be made available to the Assembly and to the Advisory Committee on Administrative and Budgetary Questions prior to their consideration of the budget."

21. In the discussions with OIOS some issues of a general nature emerged that did not relate directly to the OIOS budget but are considered significant in the Committee's view. The Committee decided to include in the present report its comments and recommendations in regard to those non-budget issues.

22. In the Committee's review of the documents and reports and in discussions with United Nations senior management it became apparent that there was a need for clear definition of key terms relating to oversight such as fraud, corruption, waste, loss, damages, abuse and misconduct, to list a few. The Committee believes that clear definition will ensure that these terms are used correctly and are commonly understood by report users. **The Independent Audit Advisory Committee recommends that OIOS take the lead in defining these terms for eventual publication, in consultation with relevant entities, including the Department of Management and the Office of Legal Affairs.**

23. The Committee was principally satisfied with the risk-based work planning process employed by OIOS and the use of that approach as a basis for the

prioritization for the work of the Office. The approach is generally in line with best practice and with the relevant International Standards for the Professional Practice of Internal Auditing. The Committee's specific comments are shown below under the relevant OIOS division.

24. Overall, the Committee noted that the OIOS budget for a biennium amounted to approximately $100 million, or approximately $50 million per annum. Of that amount roughly 50 per cent is funded out of the support account for peacekeeping operations. While OIOS was clear about the risks that its workplans would cover, the Committee did not see any clear articulation in the budget documentation of the value or the results that OIOS was expecting to deliver as a "return" on the Organization's "investment" in internal oversight. The budget process for OIOS therefore needs enhancement to be a better example of a results-based budget that should have an outcome orientation than the current budget, which is output based.

25. **Given the above, the Independent Audit Advisory Committee recommends that OIOS define the value of the service that it delivers to the Organization. This will require careful development of various outcome and pipeline metrics to assess the effect of oversight including its "return on investment". The Committee challenged OIOS to lead by example and make visible the outcomes and savings that result from its work. Showing the value of its services in a results-based approach will serve as an example to the other departments of the United Nations with respect to accountability for resources. In making this recommendation, the Committee recognized that it was difficult to develop suitable metrics and that OIOS should begin the process with the objective of improving the metrics over time.**

26. On the issue of oversight recommendations, the Committee suggests that OIOS categorize the recommendations according to risk and value. The Committee did not agree with the OIOS policy that recommendations will be "closed" or not monitored after two years. The Committee believes that given the nature of United Nations operations and the duration of budget and planning cycles in the Organization, oversight recommendations should be actively monitored by OIOS for a period of at least four years. There should also be ongoing dialogue between OIOS and the clients towards the development of realistic implementation timelines. **The Independent Audit Advisory Committee therefore recommends that OIOS change its policy so that recommendations are actively monitored for at least four years.** OIOS provided clarification of its policy regarding the monitoring of recommendations during the finalization of the present report. Notwithstanding that clarification, the Committee believes that the above recommendation should still be implemented in addition to the OIOS explanation of procedures for follow-up and monitoring undertaken by the Management Committee and OIOS. This would provide for independent reporting on the status of recommendations by OIOS over a four-year period rather than two years.

B. Investigations Division

27. One of the main non-budget issues that the Committee has identified to be addressed with the Investigations Division is the implementation of the new manual for the Division, which includes comprehensive standard operating procedures for investigations. **In particular, the Independent Audit Advisory Committee is**

committed to following up at its next session on the Investigations Division's provisions in the new manual that will ensure due process for staff in investigations.

28. The Committee also discussed the impression created by the OIOS reports on the extent of fraud and corruption in the Organization. **To avoid any misunderstanding, the Independent Audit Advisory Committee recommends that OIOS reports make a clear differentiation and definition between the actual value of the financial loss to the Organization, if any; other findings that may not have direct financial implication; and the total number and value of contracts investigated. Once there is an agreed-upon definition and calculation of damages to the Organization, those values should be reported according to established criteria.** The Committee's concern is that reporting the aggregate value of the contracts in which fraud and/or corruption is identified, without a proper definition of the key terms, may confuse readers and create an incorrect perception of the value of the financial loss. **In addition to defining the key terms (as recommended in para. 22), the Independent Audit Advisory Committee recommends that OIOS also define how the value of loss and damages is calculated to prevent the information from being taken out of context.**

29. While the Committee appreciates that the work of the Investigations Division is reactive in nature, it still believes that the Division should be in a position to prepare a workplan to show how the existing caseload will be undertaken with the resources available. **The Independent Audit Advisory Committee recommends that the existing investigations caseload be categorized in a meaningful way and that the investigation cases and staff resources be scheduled in a workplan that will ensure proper monitoring and management.**

30. The staff requirement for the Investigations Division in the budget for OIOS under the support account for peacekeeping operations for 2009/10 are represented in the restructuring of the Division in a manner that is consistent with the Committee's recommendation in its reports (A/62/814 and Add.1). The bottom line with respect to the budget for the Investigations Division is a reduction of 21 general temporary assistance positions and posts, from 75 to 54. In cost terms, this represents a $955,000[1] reduction in comparison to the 2008/09 budget, and this is after taking into consideration the relevant costs associated with the conversion of general temporary assistance positions to posts and additional travel costs to service missions from the hubs. The restructure as proposed by OIOS will relocate 16 posts (converted from general temporary assistance positions) currently located in the missions to the regional hubs. The relocated posts, added to the 27 posts (also converted from general temporary assistance positions) that are already in the hubs, will result in a post structure for New York, Vienna and Nairobi of 15, 20 and 8 posts, respectively. OIOS proposes to maintain an investigations capacity of a total of 11 mainly general temporary assistance positions in the United Nations Organization Mission in the Democratic Republic of the Congo (3), the United Nations Mission in Liberia (UNMIL) (4) and the United Nations Mission in the Sudan (4), as an interim measure.

[1] The value of the decrease in the number of posts is offset by an increase in rent costs for staff transferred to the regional hubs and travel costs for investigators travelling from the hubs to peacekeeping missions.

31. In its report (A/62/814/Add.1) the Committee stated that the Investigations Division restructure had strong conceptual merit but that further justification such as cost/benefit analysis was still required. **In the opinion of the Independent Audit Advisory Committee, OIOS has presented adequate cost/benefit information indicating that the Investigations Division will reduce the budget by $955,000 in comparison to the previous year, while also absorbing the Procurement Task Force caseload of some 175 cases. On this basis the Committee recommends that the General Assembly approve the restructure of the OIOS Investigations Division as presented by OIOS.**

C. Internal Audit Division

32. The Internal Audit Division, the largest of the three divisions in OIOS, presented its risk-based workplan to the Independent Audit Advisory Committee by giving a high-level overview of its process for conducting entity level risk assessments and developing a consolidated risk register that ranks the Organization's risks.

33. The Committee acknowledged the considerable effort that OIOS has put into the risk assessments and the preparation of their workplan. OIOS identified 1,401 high- and medium-risk assignments which it plans to undertake over a four-year period, with the high-risk assignments being given priority. **The Independent Audit Advisory Committee expressed concern, however, that a very high proportion (50 per cent) of the risk register appears to be categorized by OIOS as high risk (702 assignments). The Committee recommends that the categorization of high risk should be further calibrated so that there is differentiation within this category. The Committee recommended that OIOS seek input from management in this differentiation and definition exercise.**

34. In the discussion on the Internal Audit Division's budget proposal the Committee noted that the Division's budget used its current level of resources as a baseline budget. It appears that the workplan is then used to determine if there should be changes to the baseline. **The Independent Audit Advisory Committee believes that if risk coverage is to be used to determine the level of resources required then the Internal Audit Division's approach to its budget should begin with a focus on identifying the audit activities that can add value to the Organization by ensuring that risks are mitigated or minimized. The associated resources that will be required to undertake these activities should then be calculated and presented to the General Assembly for approval.**

35. The Internal Audit Division appears to determine the level of resources required (the baseline budget) by using a formula that allocates one Professional staff member for every $100 million of a mission's budget and one General Service staff member for every $200 million, rather than determining the level of resources required to cover the risks identified. The Committee views this approach as being inconsistent with a risk-based approach to the allocation of resources which would use risks identified to determine the level of resources required. Using a risk-based approach may result in a different composition of staff in a mission depending on the risks identified in that mission, namely, missions with a greater number of high risks will require more resources than missions with fewer high risks. **The Independent Audit Advisory Committee recommends that OIOS follow through**

with the implementation of its risk-based approach and use the risk-based workplan as the basis for the allocation of resources.

36. In the 2009/10 budget submission, the authorized numbers of posts for the Internal Audit Division funded from the support account for peacekeeping operations totalled 91. The previous year's total of 92 posts is reduced by 3 posts as a result of the liquidation of the United Nations Mission in Ethiopia and Eritrea; and increased by 2 posts, being the proposal to create a Chief Resident Auditor in the United Nations Mission in the Central African Republic and Chad at the P-5 level and the addition of one Field Service level post to UNMIL, resulting in a net reduction of 1 post in this budget compared to 2008/09.

D. Inspection and Evaluation Division

37. The Committee was initially concerned that the Inspection and Evaluation Division's workplans might duplicate the work of the Evaluation Unit established within the Department of Peacekeeping Operations.

38. The activities of the Evaluation Unit will focus on establishing procedures to assess the readiness and effectiveness of a mission's component parts, including the formed units, with particular regard to implementation of the mission's operating plan and achievement of the mandate. The results of its evaluation are meant for consideration largely by the senior management of the Department of Peacekeeping Operations and to inform internal decision-making. The peacekeeping evaluations planned by OIOS, on the other hand, will focus on independent assessments of peacekeeping operations, ensuring accountability for the results attained by the missions, assessing the actual impact and achievement of the Department's mandates, and conducting department-wide systemic/thematic evaluations addressing cross-cutting functional, organizational or policy issues that affect all or individual peacekeeping missions. Given the materiality of the peacekeeping budget, the Committee saw merit in the planned activity proposed by the Inspection and Evaluation Division.

39. The Committee accepted that the activities of the Inspection and Evaluation Division do not duplicate the responsibilities of the Department's Evaluation Unit. In addition, the Committee believes that the in-depth nature of evaluations conducted by OIOS would add value to the Organization's peacekeeping programme and that the materiality of the total peacekeeping budget could easily justify the resources requested for increased evaluations. **The Independent Audit Advisory Committee recommends that the General Assembly approve the OIOS Inspection and Evaluation Division's request for four additional posts to supplement the single existing post.**

IV. Conclusion

40. The members of the Independent Audit Advisory Committee respectfully present the present report containing its comments and recommendations for consideration by the General Assembly.

(*Signed*) David M. **Walker**
Chairman, Independent Audit Advisory Committee

(*Signed*) Vijayendra N. **Kaul**
Vice-Chairman, Independent Audit Advisory Committee

(*Signed*) Vadim V. **Dubinkin**
Member, Independent Audit Advisory Committee

(*Signed*) John F. S. **Muwanga**
Member, Independent Audit Advisory Committee

(*Signed*) Adrian P. **Strachan**
Member, Independent Audit Advisory Committee

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Prevention of armed conflict

The situation in the Middle East

Question of Palestine

Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba

Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources

Implementation of the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS

2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa

Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Macroeconomic policy questions

Sustainable development

Globalization and interdependence

Eradication of poverty and other development issues

Social development

Advancement of women

Promotion and protection of the rights of children

Right of peoples to self-determination

Promotion and protection of human rights

09-22950 (E) 040309

Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: assistance to the Palestinian people

Follow-up to the outcome of the Millennium Summit

Letter dated 2 February 2009 from the Permanent Representative of Cuba to the United Nations addressed to the Secretary-General

In my capacity as Chair of the Coordinating Bureau of the Non-Aligned Movement, I have the honour to enclose herewith the text of the Guatemala Declaration and Programme of Action, adopted by the Second Ministerial Meeting of the Non-Aligned Movement on the Advancement of Women, held in Guatemala from 21 to 24 January 2009 (see annex).

I request that you kindly circulate the above-mentioned document as a document of the General Assembly, under agenda items 12, 15, 16, 19, 38, 41, 43, 44, 47, 49, 51, 53, 55, 56, 60, 63, 64, 65 (c) and 107.

(*Signed*) Abelardo **Moreno**
Permanent Representative of Cuba to the United Nations
Chair of the Coordinating Bureau
of the Non-Aligned Movement

Annex to the letter dated 2 February 2009 from the Permanent Representative of Cuba to the United Nations addressed to the Secretary-General

GUATEMALA DECLARATION AND PROGRAMME OF ACTION

SECOND MINISTERIAL MEETING OF THE NON-ALIGNED MOVEMENT ON THE ADVANCEMENT OF WOMEN TOWARDS THE ACHIEVEMENT OF THE MILLENNIUM DEVELOPMENT GOALS

1. We, the Ministers and other Heads of Delegations from Member Countries of the Non-Aligned Movement (NAM), guided by the Founding Principles of the Non-Aligned Movement, as well as the Declaration on the Purposes and Principles and the Role of the Non-Aligned Movement in the Present International Juncture adopted in the 14th NAM Summit in Havana, the Charter of the United Nations and international law, met in Guatemala City on 23 and 24 January 2009 to reaffirm our commitment towards the advancement of women and to assess, recognize and foster the role and contribution of women to development and their participation in all areas of life, as well as to achieve progress, address gaps and challenges, and fulfil actions needed towards the full realization of the Millennium Development Goals in relation to gender equality, empowerment of women, full advancement and comprehensive development of women.

2. In this regard, the Movement will continue to uphold the principles of sovereignty and the sovereign equality of States, territorial integrity and non-intervention in the internal affairs of any State; take effective measures for the suppression of acts of aggression or other breaches of peace, to defend, promote and encourage the settlement of international disputes by peaceful means in such a manner that international peace and security, and justice, are not endangered; refrain in international relations from the threat or use of force against the territorial integrity or political independence of any State or in any other manner inconsistent with the purposes and principles of the Charter of the United Nations; develop friendly relations based on respect for the principle of equal rights and the self-determination of peoples in their struggle against foreign occupation; achieve international cooperation based on solidarity among peoples and governments in solving international problems of a political, economic, social, cultural or humanitarian character; and promote and encourage the respect for human rights and fundamental freedoms for all without distinction as to race, sex, language or religion.

3. We also reaffirm the Beijing Declaration and its Platform for Action, the Cairo Declaration and its Programme of Action, the twenty-third special session of the General Assembly, entitled "Women 2000: Gender Equality, Development and Peace for the Twenty-First Century", the Millennium Declaration and the Millennium Development Goals, the Beijing Declaration of the forty-ninth session of the Commission on the Status of Women in 2005, as well as important contributions made by the above-mentioned Commission to the advancement of women worldwide, including empowerment of women and achieving gender equality.

In conformity with all these principles and commitments, we hereby:

4. Recognise the need for full and accelerated implementation of the United Nations Convention on the Elimination of All Forms of Discrimination against Women by States Parties to the Convention.

5. Reaffirm our commitments contained in the Putrajaya Declaration and Programme of Action on the Advancement of Women in Member Countries of the Non-Aligned Movement, adopted in Malaysia, 2005.

6. Emphasize that the present global scenario presents great challenges in the areas of peace and security, economic development and social progress, human rights and the rule of law to Non-Aligned Countries and affirm that many new areas of concern and challenges have emerged which warrant the renewal of commitment by the international community to uphold and defend the purposes and principles of the Charter of the United Nations and the principles of international law. In this special context, we reiterate our commitment to promote the human rights of women and express our resolve to take appropriate measures at the national, regional and international levels to improve the quality of life of women and girls, and to achieve gender equality and empowerment of women, bearing in mind the inherent potential of women, through, inter alia, adopting proper socio- economic strategies and programmes, and provision of government services for all women, particularly women with disabilities, elderly women in rural areas and indigenous women, including access to health, education and justice services and strengthening family well-being.

7. Recognise further the importance of expanding and accelerating NAM's efforts in enhancing the empowerment of women and the need to eradicate the conditions of inequality of women and harmonize these efforts with the commitments made by the countries at related major UN Conferences and Summits regarding women, as well as the internationally agreed development goals, including those contained in the Millennium Declaration.

8. Reaffirm the primary and essential role of the United Nations General Assembly and the Economic and Social Council, as well as the central role of the Commission on the Status of Women which has a broad mandate covering all dimensions related to women's development, human rights and fundamental freedoms. We also underscore the validity and relevance of the Movement's principled positions concerning the institutional reform of the United Nations and stress the need to ensure adequate and reliable funding for the United Nations Development system to meet the needs of Member States, in particular developing countries, in the area of gender to achieve the internationally agreed development goals, on the basis of their national development strategies and that reform efforts should enhance organizational efficiency and achieve concrete development results.

9. Further acknowledge and encourage the ongoing intergovernmental process within the United Nations General Assembly that is being undertaken to achieve gender equality and empowerment of women.

10. Express our resolve to eliminate all forms of discrimination and violence against women and the girl child, especially in situations of armed conflict and foreign occupation, thus ensuring the respect of human rights which enable them to develop and achieve their full potential.

11. Reaffirm our commitment to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, ensuring full representation and full and equal participation of women as critical factors in the eradication of poverty.

12. Recognise that international cooperation, including South-South Cooperation and partnership in the context of the Movement's comparative advantage based on the principle of common values in diversity, is the most effective way of working towards women's empowerment and gender equality and equity.

13. Promote the collection and the analysis of qualitative and quantitative gender disaggregated data, particularly for the achievement of the Millennium Development Goals and to facilitate a framework for national and, as applicable, for regional, sub-regional and international monitoring and evaluation of the impact of, *inter alia*, globalisation and trade liberalization from a gender perspective.

14. Recognize, with concern, that the current food, energy and financial crises demand more efforts in enhancing regional integration and international cooperation, prioritization of women and girls, and mobilization of resources to address these challenges, especially as they affect women in the enjoyment of all their human rights, particularly the right to development, towards the advancement of women and achievement of the Millennium Development Goals by developing countries.

15. Recognize also that the lingering negative consequences of structural adjustment programmes, the increasing debt burden faced by the most indebted developing countries, in particular the LDCs, is unsustainable and constitutes one of the principal obstacles to achieve progress, sustainable development and poverty eradication strategies that particularly affect women and girls.

16. Express our deep concern about the grave situation of women and girls living under foreign occupation. In this regard, we reiterate that all human rights, including the right of peoples to self-determination, must be respected and call for exertion of efforts to ensure the realization and enjoyment of these rights. We also call for intensification of measures to provide assistance, especially emergency assistance, for alleviating the dire socio-economic and humanitarian situation being faced by women and girls and their families living under foreign occupation and supporting programmes for their development, empowerment and advancement.

17. Recognise the persistent obstacles and challenges faced by women and girls in achieving gender equality and equity, improvement in their living conditions and their empowerment, even at the stage of the mid-term review of the achievement of the Millennium Development Goals, therefore we resolve to promote the achievement of those goals by more efforts through the following actions:

Eradicate extreme poverty, hunger and promote women's economic development.

18. The eradication of poverty, particularly the eradication of the feminization of poverty, is one of the greatest global challenges facing the world today and is an indispensable requirement for sustainable development, in particular for developing countries. In this regard, we emphasize the significant role that women play in economic development and in the eradication of poverty. We should facilitate the participation of women in the design of and application of the economic development strategies to address poverty, to ensure their access to knowledge, and to support their contribution to the improvement of food security. Additionally, the persistent inequalities, the discrimination against them and the lack of economic empowerment limit their access to goods, resources, education, services and other development benefits, as well as deepen economic inequalities and injustices affecting women in the areas of the family, community, politics and labour.

19. We reaffirm that the role of the family unit that respects the human rights of all its members, as an institution that provides the highest degree of material and moral well being, is extremely important as stated in the Doha Declaration on Family adopted on 30 November 2004.

We hereby commit ourselves to take the following actions:

19.1. Review, modify and agree upon economic policies and programmes aimed at poverty eradication in order to include a gender perspective, thus ensuring women's full and equal participation in the decision-making process;

19.2. Include a gender perspective in poverty eradication policies aimed at addressing root causes, manifestations and challenges of poverty;

19.3. Integrate women's interests and concerns in national, regional, sub-regional and international economic policies and reforms on the basis of gender equality and equity, taking into consideration the impact of global economic trends;

19.4. Ensure economic autonomy and empowerment of women, as a critical factor to eradicate poverty;

19.5. Stress the need to create an enabling environment for improving the situation of rural women and ensuring their full participation in the development, implementation and follow-up of macro and micro-economic policies, including development policies and programmes and poverty eradication strategies, based on internationally agreed development goals, including the Millennium Development Goals;

19.6. Provide women, especially those in marginalized and vulnerable situations, with access to financing and micro-financing, in particular through credit, micro-credit and marketing facilities, and provide corresponding capacity-building programmes in gender awareness, fund management and other appropriate skills;

19.7. Ensure access to finance and microfinance mechanisms, including micro-credit for poverty eradication as well as employment generation in private and public sector, and especially for the empowerment of women and encourage the strengthening of the existing institutions and emerging micro-credit institutions as well as enhancing their capacities;

19.8. Take measures to develop, finance, implement, and evaluate gender-responsive policies and programmes aimed at promoting women's entrepreneurship through, inter alia, microfinance, microcredit and cooperatives;

19.9. Promote research on the impacts of globalization and trade liberalization on women's economic status so as to develop better understanding and mainstreaming of women's issues in decision-making processes;

19.10. Formulate strategies to effectively address circumstances causing negative impact of globalization on the situation of women and girls worldwide;

19.11. Facilitate creation of sustainable jobs and livelihood opportunities to improve women's position in the labour market and ensure favourable working conditions for all women, including migrant women, consistent with all their human rights;

19.12. Enact and enforce legislation to guarantee the rights of women and men to equal pay for equal work or work of equal value;

19.13. Recommend the enactment and enforcement of legislations that ensure recognition of the value of women's unremunerated work.

Achieve universal primary education and promote access to all education levels.

20. Education, information and communication are human rights and an indispensable tool to achieve gender equality and empowerment of women. Literacy and primary school education are the basic learning tools for

access to knowledge and information, as well as for enhancing women's opportunities to get better-paying jobs and fully exercise their rights.

21. Globally, the illiteracy rate is significantly higher among women than men and varies greatly in regions and countries, especially among women from rural and remote areas and from indigenous peoples. Additionally, the vast majority of children not going to schools are girls.

We hereby commit ourselves to take the following actions:

21.1. Guarantee free and universal education to all as a key issue for the development of our societies and for the advancement of women and girls;

21.2. Take all necessary measures to strengthen public educational systems to improve women and girls' access to all levels of education, as well as the retention and success of children in school, particularly girls, including preventing girls and boys from dropping out of school;

21.3. Take also all appropriate measures to enforce compulsory primary education and to ensure availability and accessibility to secondary education for every child;

21.4. Promote plans and programmes in the education sector, in order to eliminate gender stereotypes;

21.5. Take all appropriate measures to strengthen and improve the quality of the public education system, paying due attention to Science, Mathematics and other technical subjects, in order to ensure that women and girls have equal opportunities and access;

21.6. Remove economic, social and cultural barriers to achieve gender equality in primary school and adopt measures to tackle the obstacles that hinder girls' access to education;

21.7. Implement strategies to reduce the illiteracy rate among women with a time-limit, including the provision of literacy programmes for women, taking into account age, socio-cultural and economic factors, and increase opportunities and facilities for lifelong learning for women;

21.8. Take all appropriate measures to ensure the right of indigenous women and girls to education at all levels and forms, paying special attention to their cultural diversity;

21.9. Implement strategies to provide education to women and girls in emergency situations, in order to contribute to smooth transition from relief to development and stress the importance of including education as an integral element in the context of humanitarian assistance, with the support of the international community, the United Nations system, donors, multilateral agencies, the private sector and the civil society including non-governmental organizations.

Promote gender equality and empowerment of women.

22. Gender equality and the empowerment of women are essential for the comprehensive development of countries. Therefore, in order to realize women's full potential for their wellbeing, and that of their family, community and society, the development and implementation of policies and programmes should provide women with the following: (a) access to health care, nutrition, education, justice and economic resources;

(b) economic and political empowerment and (c) safeguards and remedies against all forms of violence and abuses, including in armed conflict.

23. Therefore, it is important to create and strengthen institutional mechanisms at the local, national and regional levels, with adequate human and financial resources, through adequate budgeting and appropriate mandate, for effective development and coordination of strategies, policies and programmes for women, and monitoring and evaluation of progress achieved.

24. Actions should be taken to prevent all forms of violence against women, which create obstacles to achieving empowerment of women and gender equality and continue to place women in a marginalized situation.

25. It is important to address, at national, regional and international levels, the challenges of combating trafficking in women and girls through the adoption of adequate policies, programmes and legislations and their implementation, as well as enacting legislations aimed at preventing and eliminating the demand for sex tourism and trafficking, giving special emphasis to the protection of women and girls.

26. The political leadership and the empowerment of women in the field of election and representation at local, national, regional and international levels should be guaranteed.

27. We recognize the role that media can play in promoting women's rights, eliminating negative images and stereotypes, and promoting values vital for strengthening gender equality.

28. We acknowledge the need to reinforce partnership between governments and civil society, in particular organizations working for the advancement of women, as well as the private sector, in the realization of the goal of the empowerment of women and the promotion of gender equality.

29. We also recognize the contribution made by civil society in the promotion of gender equality and women empowerment, and stress the need to support their activities and encourage the effective networking and collaborative partnerships between organizations of civil society working for the advancement of women in NAM members.

We hereby commit ourselves to take the following actions:

29.1. Create opportunities so that children, girls and women have access to education, health care and nutrition through policies and programmes that give priority to their participation and are responsive to their specific needs;

29.2. Encourage men and women to share responsibility in family life;

29.3. Make adequate provisions for child care services and formulate policies that will enable parents to balance family responsibilities with work responsibilities;

29.4. Raise awareness among women and men alike on the importance of women's participation in decision-making processes in all sectors and at all levels;

29.5. Invite States to consider the adoption of affirmative measures, such as quota systems, to promote the access of women to appointed and elected posts;

29.6. Formulate and adopt policies and ensure effective application of existing national and international instruments, to increase participation and representation of women in all commissions, tribunals, local government bodies, statutory bodies, among others, set up by the government, with the view to achieving equal representation of women;

29.7. Promote and strengthen national machineries for the advancement of women to formulate policies, strategies as well as collect and analyze gender-disaggregated data, in order to achieve economic empowerment, gender equality and eliminate all forms of discrimination against women;

29.8. Ensure that national development plans are gender responsive;

29.9. Mainstream gender-responsive budget initiatives, *inter alia,* through training of public officials;

29.10. Ensure that more effective gender responsive poverty-eradication strategies are implemented at local, national, regional and international levels;

29.11. Support the development of leadership training programmes for women, particularly young women that would enable them to exercise all their rights and responsibilities in decision-making;

29.12. Support the participation of women's organizations in decision-making in all relevant fields;

29.13. Invite States, which have not done so, to consider ratifying or acceding to the Convention on the Elimination of all Forms of Discrimination against Women; and encourage States Parties to consider signing, ratifying or acceding to the Optional Protocol to the Convention;

29.14. Enact legislation and ensure effective enforcement to prevent violence against women and girls, to bring to justice perpetrators of such crimes, and to provide effective assistance and rehabilitation to the victims;

29.15. Promote specialized training on gender issues for public officials to mainstream gender perspectives in national legislations and in their activities;

29.16. Recognize that women and girls with disabilities are subject to multiple discrimination, and in this regard, express our resolve to take appropriate measures to ensure their full and equal enjoyment of all human rights and fundamental freedoms.

Improve, preserve and promote the comprehensive health care of women, girls and children.

30. In order to achieve the MDG's, improvement must be made in health indicators, especially in the field of child and maternal health as well as in combating the spread of malaria, tuberculosis, HIV/AIDS and other communicable and non communicable diseases, as well as injuries and trauma. The high infant and maternal mortality rates continue to be a challenge, in particular, in the developing countries, and are directly linked to inadequate healthcare facilities as well as several social and economic factors such as poverty, hunger, illiteracy, lack of access to drinking water and basic sanitation and unemployment which are affecting women.

31. Moreover, given the increasing feminization of the HIV/AIDS pandemic, the prevention, treatment, care and support provided to women should be further strengthened. Furthermore, children affected with HIV/AIDS,

due to the mother to child transmission, face both medical as well as social obstacles for their treatment and survival.

32. Malaria related ill health and deaths throughout the world, especially those that relate to women and children, can be substantially eliminated through national and international commitments, commensurate resources, as well as appropriate health services and access to affordable generic drugs for the prevention and treatment of malaria, particularly in countries where the disease is endemic.

We hereby commit ourselves to take the following actions:

32.1. Formulate appropriate policies and programmes to address health rights of women from the perspective of women's needs and interests, taking into consideration distinctive features and factors that differ for women in comparison with men, particularly the different responsibilities in the care of those infected and affected by HIV and AIDS;

32.2. Ensure affordable primary healthcare services and promotion of healthy lifestyles;

32.3. Ensure also that women have equal access to health care services, information and education through out their life cycle;

32.4. Reaffirm the right to the enjoyment of the highest attainable standard of physical and mental health, protect and promote the attainment of this right for women and girls and incorporate it in national legislation;

32.5. Reaffirm also the objectives and commitments adopted at the International Conference on Population and Development, contained in its Programme of Action, as well as the obligation of States Parties to the Convention on the Elimination of All Forms of Discrimination against Women and other relevant international conventions, in order to ensure and meet the health needs of women and girls;

Reduce child morbidity and mortality and improve maternal health

32.6. Ensure that appropriate efforts are taken to tackle socio-economic factors like poverty, discrimination and all forms of violence against women, and restrictions to women's access to medical facilities due to, inter alia, lack of control of family resources and lack of decision making powers in a family, all of which have adversely contributed to increased infant and maternal mortality rates;

32.7. Ensure availability of and access to quality as well as universal preventive, curative, sexual and basic reproductive healthcare services by 2015 and implement all efforts to achieve this objective;

32.8. Ensure safe motherhood and safe delivery for women living in armed conflict areas, in situations of foreign occupation or in areas of natural catastrophes;

32.9. Promote birth spacing, deliveries by qualified staff including professional midwives, where possible in an institution, and the transfer and proper management of gynaecological and obstetric emergencies;

32.10. Provide appropriate training to health personnel, including voluntary personnel, to identify dangerous signs and refer cases of obstetric emergency;

32.11. Guarantee improved socio-economic conditions and promote a system of education that ensures higher school retention rates for girls, bearing in mind that the higher the educational level of the mother, the lower the infant mortality rate;

32.12. Recognise that infant mortality rate can be affected by the age of the mother at the time of the delivery as well as by inadequate nutrition of mother and child, and take appropriate steps to address these challenges;

32.13. Encourage the exercise of responsible parenthood and shared responsibility in maternal health;

32.14. Provide programmes and education for the prevention of pregnancies in adolescent girls;

Combat HIV and AIDS, malaria and other diseases.

32.15. Promote comprehensive policies and programmes as part of the multidisciplinary strategies required to address challenges posed by communicable diseases, including HIV and AIDS, malaria, tuberculosis, non communicable diseases like cancer, diabetes and others, as well as injuries and trauma;

32.16. Reaffirm also the commitments to the Declaration of Commitment on HIV and AIDS and to the Political Declaration on HIV/AIDS, and to adopt all necessary measures to ensure universal access to HIV comprehensive prevention programmes, treatment, care and support by 2010;

32.17. Implement legal and policy frameworks, in particular to eliminate discrimination against women living with HIV and AIDS, especially in the workplace, and to ensure equal access to prevention, treatment, care and support, including psycho-social care and support;

32.18. Eliminate discrimination and sexual and gender-based violence against girls and women that make them more vulnerable to HIV and AIDS and other sexually transmitted diseases;

32.19. Encourage the active participation of women, including those living with HIV and AIDS and other communicable diseases, in the development of policies, programmes and services, and their monitoring and evaluation;

32.20. Develop comprehensive policies in support of the children affected, orphaned and/or made vulnerable by HIV and AIDS, and their relatives, so that they can stay in their communities;

32.21. Take all necessary measures to empower women and strengthen their economic independence, and to protect and promote their full enjoyment of all human rights and fundamental freedoms, in order to enable them to protect themselves from HIV infection;

32.22. Encourage free access to information on the prevention of HIV and AIDS, tuberculosis, malaria as well as other communicable and non-communicable diseases, injuries and trauma;

32.23. Promote comprehensive services to prevent mother-to-child transmission of HIV, including by ensuring universal access to antiretroviral treatment;

32.24. Establish a coordinated implementation of malaria related activities and enhance funding of relevant programmes to eradicate malaria.

Ensuring the sustainability of the environment

33. Developed countries bear historical responsibility for the degradation of the global environment. Ever since the Industrial Revolution, the developed countries have over exploited the world's natural resources through unsustainable patterns of production and consumption, causing damage to the global environment, to the detriment of the developing countries. Given that environmental sustainability is closely linked with gender equality, it is essential to eradicate poverty that is related to environmental degradation. It must be recognized that poor households depend on the access to resources for their survival and that the need to collect fuel, food and water is a factor that forces women to discontinue schooling in many developing countries. Furthermore, women can play a significant role in environmental, sustainability related decision in all level, including in the household.

We hereby commit ourselves to take the following actions:

33.1. Integrate a gender perspective into the design, implementation, monitoring, evaluation and reporting of national environmental and sustainable development policies, through, inter alia, strengthening mechanisms and providing adequate resources to ensure women's full and equal participation in decision-making at all levels on these issues;

33.2. Promote and ensure the participation of women from indigenous peoples and local and rural communities in environmental decision-making, including the acknowledgement of indigenous knowledge systems;

33.3. Promote and facilitate the access of women to information and education to decision-making, handling and managing of resources in the areas of the environment, sustainable development, natural disasters preparedness, response and recovery; and the actions related to these areas, and the design of measures that effectively respond to impacts of international crises;

33.4. Adopt measures that reduce the risks for women arising from environmental hazards at home, work and other places;

33.5. Adopt measures that do not further burden women in the process of achieving environmental sustainability.

Encourage global partnership for development.

34. Noting that the gross national per capita income in developed countries[1] in 2006 was US$ 30,879.00 and in developing countries US$4,572.00 according to the Human Development Report[2], that trade liberalization and aid policies have direct implications on gender equality and equity, and that any negative consequences

[1] Countries of the Organization for Economic Co-operation and Development (OECD)

[2] Indicator Tables Human Development Indice 2008

resulting from such measures may affect women more directly. Strategic alliances among countries are needed to capitalize on the lessons learned and best practices of the use of innovative technologies for productivity, as well as for partnership for development.

35. In this regard, investing in women and girls has a multiplier effect on productivity, efficiency and sustained economic growth and that increasing women's economic empowerment is central to the achievement of the Millennium Development Goals, particularly the eradication of poverty; and recognize that adequate resources need to be allocated at all levels, mechanisms and capacities need to be strengthened; and gender-responsive policies need to be enhanced to fully utilizing the multiplier effect.

We hereby commit ourselves to take the following actions:

35.1. Strongly urge the developed countries to fulfil their commitment of allocating 0.7% of their Gross National Product to be devoted to Official Development Assistance, which is one of the key elements for the development of economic policies towards women;

35.2. Stress the need for development-oriented and durable solutions that integrate a gender perspective into the external debt and debt-servicing of developing countries, including least developed countries, inter alia, through debt relief and debt cancellation, in order to finance programmes and projects targeted at development, including the advancement of women;

35.3. Stress also the need to address the differential impact of trade policies on women and men, and incorporate gender perspectives in the formulation, implementation and evaluation of their trade policies, develop strategies to expand trade opportunities for women producers from developing countries and facilitate the active participation of women in national, regional and international trade decision-making structures and processes;

35.4. Promote effective cooperation among NAM members through different mechanisms and agreements favouring the development of just and equitable social policies, benefiting in particular women, in the framework of the NAM Founding Principles;

35.5. Encourage greater South-South cooperation resulting in greater benefits for our peoples in general and women in particular;

35.6. Encourage also mechanisms of integration and cooperation among regions and NAM members, in order to develop programmes on poverty eradication, trade, education, health, women empowerment, environment, sports and other relevant areas that enhance wellbeing and development for our peoples, particularly women and girls;

35.7. Stress the need for the United Nations to enhance international cooperation for development in all the above mentioned areas of this Programme of Action, to achieve the full and effective implementation of the internationally agreed development goals, including the Millennium Development Goals, and resolve to continue strengthening coordination within the United Nations system in close cooperation with all other multilateral financial, trade and development institutions in order to support sustained economic growth, poverty and hunger eradication and sustainable development;

35.8. Promote plans and programmes which will guarantee women access to the use of new information and communication technologies.

Taking into account all the actions contained in this Programme of Action, we, the Ministers and other Heads of Delegations:

36. Reiterate the commitments undertaken in the Putrajaya Programme of Action in the areas of Women, Poverty and Economic Development; Women in Power and Decision Making; Women and Education; Women and Health; Women, the Media and ICT; Women and Armed Conflict; Violence against Women; Women and Disasters Situations; Gender Mainstreaming.

37. Strongly reject and address obstacles that impede the full advancement of women and limit the possibilities of economic and social development of our peoples and the integration of women, in particular, all forms of interference in the internal affairs of our States, wars, armed conflicts, foreign occupation, terrorism and externally imposed policies of pressures and conditions, taking into account our commitment to the purposes and principles enshrined in the Charter of the United Nations, and reaffirming our decision to support all efforts to defend the sovereign equality of States, as well as the right of peoples living under foreign occupation to self-determination.

38. Strongly condemn any military aggression carried out by Israel, the Occupying Power, against the Palestinian civilian population in the Occupied Palestinian Territory, in particular women and children, and especially condemn the recent massive aggression against the besieged Gaza Strip, which resulted in the killing and injury of thousands of Palestinians, widespread destruction of homes and infrastructure, and has deepened the humanitarian crisis and suffering. We demand that Israel unconditionally and scrupulously comply with all of its obligations under international law, including international humanitarian law and human rights law. In this regard, we call for the immediate and full lifting of the economic and military blockade by Israel, the Occupying Power. We also call upon Israel, the Occupying Power, for the immediate and full withdrawal from the Gaza Strip and the immediate and sustained opening of the Gaza Strip's border crossings, fully in accordance with the terms and provisions of Security Council Resolution 1860, to ensure the free access to emergency services, humanitarian aid, including urgently needed water, food, medicines, fuel and other essential supplies, as well as to facilitate the passage of persons to and from the Gaza Strip.

39. Strongly reject also the adoption of, and demand to put an end to unilateral coercive measures of any sort not in accordance with international law and the Charter of the United Nations, including economic sanctions, that impedes the full achievement of economic and social development by the population of the affected country, in particular women and children, that hinders their well-being and that creates obstacles to the full enjoyment of all their human rights.

40. Stress the need for Member States to provide humanitarian assistance to their Internally Displaced Persons and refugees, taking into account the full spectrum of human vulnerabilities, particularly of women and girls.

41. Recommend to the Heads of State and Government of the Non-Aligned Movement that the principle of gender equality and equity and the advancement of women be integrated in all NAM programmes and activities, taking into account documents adopted at the NAM Ministerial meetings on the Advancement of Women.

42. Welcome the generous offer of the State of Qatar to host the Third NAM Ministerial Meeting on the Advancement of Women in Doha in 2010.

43. Further welcome the proposal by Malaysia for the creation of a NAM Institute for the Empowerment of Women (NIEW) Trust Fund to allow the Institute to continue to enhance its activities dedicated to women's empowerment and development for the benefit of the NAM member countries, and in this regard invites NAM member countries to voluntarily contribute to this Fund.

44. Invite the NAM Institute for the Empowerment of Women to consider establishing regional programmes and representations, and take note with appreciation of the offer of the Government of Guatemala to host a regional representation of NIEW.

45. Also welcome the establishment and the functioning of the NAM Institute for the Empowerment of Women in Kuala Lumpur, and reaffirm our commitment to actively support it and participate in its activities.

46. Recommend to the Heads of State and Government of NAM the need to emphasize development and implementation of policies, programmes, and affirmative action, and other follow-up actions of the United Nations and other international fora to assess the achievements of the Millennium Development Goals.

47. Express our recognition and gratitude to the Government of the Republic of Guatemala for their initiative and hospitality in the Second Ministerial Meeting of the Non-Aligned Movement on the Advancement of Women towards the Millennium Development Goals.

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The situation in the Middle East

Question of Palestine

United Nations Relief and Works Agency for Palestine Refugees in the Near East

Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: assistance to the Palestinian people

Security Council
Sixty-fourth year

Letter dated 4 February 2009 from the Permanent Representative of Egypt to the United Nations addressed to the Secretary-General

With reference to the letter dated 22 January 2009, I have the pleasure to attach herewith the letter received from Mme. Suzanne Mubarak, the First Lady of Egypt and the President of the Egyptian Red Crescent Society (ERCS), addressed to you, regarding Egypt's efforts to alleviate the grave humanitarian situation in the Gaza Strip resulting from the Israeli aggression (see annex).

I would appreciate if the present letter and its annex could be circulated as a document of the sixty-third session of the General Assembly, under agenda items 15, 16, 29 and 65 (c), of the tenth emergency special session of the General Assembly, under agenda item 5, Illegal Israeli actions in Occupied East Jerusalem and the rest of the Occupied Palestinian Territory, and of the Security Council, under the item entitled "The situation in the Middle East, including the question of Palestine".

(*Signed*) Maged A. **Abdelaziz**
Ambassador
Permanent Representative

09-22983 (E) 170209

Annex to the letter dated 4 February 2009 from the Permanent Representative of Egypt to the United Nations addressed to the Secretary-General

I would like, at the outset, to express my appreciation for the frank discussions and valuable exchange of views we had during our meeting on 14 January 2009 regarding the grave and deteriorating humanitarian situation in the Occupied Gaza Strip resulting from the continuing Israeli aggression.

As we discussed, I, in my capacity as the president of the Egyptian Red Crescent Society (ERCS), called for an urgent meeting on 10 January 2009 with relevant United Nations agencies, in order to address the various aspects of the humanitarian crisis facing the Palestinian people in Gaza, and to establish enhanced coordination to facilitate immediate, effective and sustained delivery of food and medical assistance.

At the meeting it was agreed to establish the Emergency Committee for the Coordination of Assistance (ECCA) to Gaza, aiming at harmonizing the activities of all actors in the field of humanitarian assistance and efficiently responding to the real needs of the Palestinian people. I am enclosing herewith for your attention the terms of reference of the aforementioned committee, which is scheduled to begin to operate promptly (see attachment).

Furthermore, while many have stepped forward to provide aid to the Palestinians in this time of distress, you might agree that such efforts as well as initiatives need to be better coordinated. The United Nations stands at the heart of such endeavour. As I underscored in our meeting on 14 January, I firmly believe that the United Nations has an essential role to play in leading the global efforts to mobilize the urgently needed additional resources for the provision of humanitarian assistance for the Palestinians.

It is, therefore, my hope that you will undertake this fundamental task by calling for a high-level meeting for the donor community to convene as soon as possible in order to respond to this dire humanitarian situation, through providing the United Nations family with the appropriate means to alleviate the human suffering in Gaza.

I am confident that you will spare no effort in realizing this proposal.

Please accept my sincere thanks for your leadership and the extraordinary work of all United Nations humanitarian personnel, for their dedication and tireless efforts. I would like to pay tribute to all those who have lost their lives in performing their responsibilities towards the Palestinian civilian population during this crisis.

(*Signed*) Suzanne **Mubarak**

Attachment

Terms of reference of the Emergency Committee for the Coordination of Assistance to Gaza

At the initiative of Suzanne Mubarak, the First Lady of the Arab Republic of Egypt, in her capacity as President of the Egyptian Red Crescent Society, a meeting of the Egyptian Red Crescent Society with the United Nations specialized agencies, funds and programmes was held on 10 January 2009, in Cairo.

The meeting endorsed the proposal of the First Lady to establish the Emergency Committee for the Coordination of Assistance (ECCA) to the Palestinian population in occupied Gaza Strip.

Objectives:

The objectives of the Emergency Committee for the Coordination of Assistance include:

1. Coordinating all multilateral and bilateral humanitarian assistance directed to Gaza through Egypt, ensuring that the assistance reflects the priorities of the Palestinian people, as outlined by the various United Nations agencies concerned in collaboration with the Palestinian Red Crescent.

2. Coordinating with the concerned parties the effective, unimpeded and sustained delivery of such assistance.

3. Collaborating in the area of information exchange regarding the humanitarian situation in the field as well as the efforts by various actors to avoid duplication and redundancies.

Location and composition:

The Emergency Committee for the Coordination of Assistance will be located in Cairo (the headquarters of the Egyptian Red Crescent Society), with a field presence at Al-Arish.

The Emergency Committee for the Coordination of Assistance will be composed of representatives of:

1. The Egyptian Red Crescent Society (Chair)

2. United Nations agencies, including:

   - United Nations Resident Coordinator (Egypt)
   - World Food Programme (WFP)
   - World Health Organization (WHO)
   - United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
   - United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
   - United Nations Children's Fund (UNICEF)

- United Nations Population Fund (UNFPA)

3. Relevant Egyptian authorities

4. The Palestinian Red Crescent

The field presence of the Emergency Committee for the Coordination of Assistance will be composed of representatives of:

- The Egyptian Red Crescent Society
- United Nations Resident Coordinator (Egypt)
- WFP
- WHO
- Governorate of Northern Sinai
- Relevant Egyptian authorities
- Palestinian Red Crescent

The Emergency Committee for the Coordination of Assistance will hold periodic meetings to exchange views on the developments pertaining to the delivery of assistance.

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The situation in the Middle East

Security Council
Sixty-fourth year

Identical letters dated 5 February 2009 from the Chargé d'affaires a.i. of the Permanent Mission of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

Upon instructions from my Government, I would like to draw your attention to the following grave incident.

On Wednesday night, 4 February 2009, two Israeli gunboats intercepted the Lebanese Brotherhood Vessel while it was in international waters trying to reach Gaza; they opened fire on the ship and rerouted it to Ashdod.

The boat was carrying humanitarian aid and medicine. Among its passengers was the former Greek Catholic Archbishop of Jerusalem, Monsignor Hilarion Capucci.

My Government condemns the Israeli actions and considers them a blatant and flagrant breach of international law and international humanitarian law. My Government calls on the international community to press Israel to immediately release the ship, ensure the safety of the passengers and allow the vessel and crew to reach their destination and deliver the humanitarian, medical and food assistance to the civilians in Gaza.

I kindly request that the present letter be circulated as a document of the General Assembly, under agenda item 15, and of the Security Council.

(*Signed*) Caroline **Ziade**
Chargé d'affaires a.i.

09-22970 (E) 050209

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The situation in the Middle East

Security Council
Sixty-fourth year

Identical letters dated 5 February 2009 from the Chargé d'affaires a.i. of the Permanent Mission of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

On the instructions of my Government, I transmit to you herewith a statistical summary of Israeli violations from 15 to 31 January 2009 (see annex).

I should be grateful if you would have this letter and its annex circulated as a document of the sixty-third session of the General Assembly, under agenda item 15, and of the Security Council.

(*Signed*) Caroline **Ziade**
Chargé d'affaires a.i.

09-23128 (E) 090209 100209

Annex to the identical letters dated 5 February 2009 from the Chargé d'affaires a.i. of the Permanent Mission of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

Subject: Israeli violations, acts of aggression and other activities from 15 to 31 January 2009

Air violations

On 15 January 2009, at 0645 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over `Alma al-Sha`b. It circled over regions of the South, Beirut and Iqlim al-Kharrub, and departed on 16 January 2009 at 0510 hours over `Alma al-Sha`b.

Between 0918 hours and 1125 hours, four enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila. They circled over all Lebanese regions, and departed over Rumaysh.

Between 2222 hours and 2330 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over the Shab`a farmlands. They circled over all Lebanese regions, and departed over Kafr Kila.

At 2337 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over `Aytarun. They circled over all Lebanese regions, and departed on 16 January 2009 at 0015 hours over `Alma al-Sha`b.

On 16 January 2009, between 0725 hours and 1830 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over Rumaysh and flying north. It circled over the South, and departed over Rumaysh.

Between 0900 hours and 1045 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila and flying north. They circled over all Lebanese regions, and departed over `Aytarun.

At 1900 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over `Alma al-Sha`b and flying north. It circled over regions of the South, and departed on 17 January 2009 at 1010 hours over Yarun.

Between 2100 hours and 2253 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Yarun and flying north. They circled over all Lebanese regions, and departed over Rumaysh.

On 17 January 2009, between 1025 hours and 1132 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila. They circled over all Lebanese regions, and departed over `Alma al-Sha`b.

At 2200 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Rumaysh and flying north. They circled over all Lebanese regions, and departed on 18 January 2009 at 0005 hours over al-Naqurah.

On 18 January 2009, between 1005 hours and 1205 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over `Aytarun. They circled over all Lebanese regions, and departed over Rumaysh.

Between 2103 hours and 2310 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Rumaysh. They circled over all Lebanese regions, and departed over 'Alma al-Sha'b.

On 19 January 2009, between 1130 hours and 1330 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over 'Aytarun and flying north as far as Tripoli. They circled over all Lebanese regions, and departed over 'Alma al-Sha'b.

Between 1240 hours and 1400 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila. They circled over all Lebanese regions, and departed over the sea off al-Naqurah.

At 2305 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over 'Aytarun. They circled over all Lebanese regions, and departed on 20 January 2009 at 0040 hours over 'Alma al-Sha'b.

On 20 January 2009, between 1005 hours and 1100 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila and flying north as far as Baalbek-Hirmil. They circled over all Lebanese regions, and departed over Kafr Kila.

On 21 January 2009, between 0930 hours and 1010 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over the occupied Shab'a farmlands. They circled over all Lebanese regions, and departed over 'Alma al-Sha'b.

Between 0935 hours and 1100 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over the occupied Shab'a farmlands. They circled over all Lebanese regions, and departed over 'Alma al-Sha'b.

On 22 January 2009, between 1158 hours and 1220 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Rumaysh and flying north as far as Shikka. They circled over Shikka, Jubayl, Rayak and al-Hirmil, and departed over the sea off Tripoli.

Between 1440 hours and 2200 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over 'Alma al-Sha'b and flying north. It circled over all regions of the South, and departed over Rumaysh.

On 23 January 2009, between 0700 hours and 1400 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over al-Naqurah and flying north. It circled over all regions of the South, and departed over 'Alma al-Sh'ab.

Between 1515 hours and 1645 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila and flying north. They circled over all Lebanese regions, and departed over 'Alma al-Sha'b.

On 25 January 2009, between 1055 hours and 2025 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over al-Naqurah and flying north as far as Tyre. It circled over regions of the South, and departed over al-Naqurah.

On 26 January 2009, between 0600 hours and 1225 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over al-Naqurah and

flying north as far as Beirut. It circled over Beirut, the South and the Bekaa, and departed over Rumaysh.

Between 1540 hours and 1745 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Rumaysh and flying as far as Tripoli. They circled over all Lebanese regions, and departed over 'Alma al-Sha'b.

Between 1908 hours and 2100 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila and flying as far as Shikka. They circled over all Lebanese regions and fired three flare shells over the Na'imah hills. They departed over Rumaysh.

At 2230 hours, two enemy Israeli warplanes violated Lebanese airspace, entering over Kafr Kila and flying north as far as Tripoli. They circled over all Lebanese regions, and departed on 27 January 2009 at 0045 hours over 'Alma al-Sha'b.

On 28 January 2009, between 1200 hours and 2050 hours, an enemy Israeli reconnaissance aircraft violated Lebanese airspace, entering over al-Naqurah and flying north. It circled over the southern regions, and departed over Rumaysh.

Sea violations

On 15 January 2009, at 2000 hours, an enemy Israeli launch in the open sea inside occupied Palestinian territorial waters shone a searchlight in the direction of Lebanese territorial waters for 15 seconds.

On 20 January 2009, at 1745 hours, an enemy Israeli launch shone a searchlight in the direction of a Lebanese fishing boat located 700 metres north of the first buoy.

On 22 January 2009, at 2117 hours, the Israeli enemy shone a searchlight for 20 seconds from its position south of al-Naqurah in the direction of a Lebanese fishing boat located 50 metres north of the first buoy.

On 24 January 2009, at 2330 hours, the Israeli enemy shone a searchlight for five seconds from its position east of al-Naqurah in the direction of Lebanese territorial waters north of the first and second buoys.

Ground violations

On 27 January 2009, between 1650 hours and 1730 hours, enemy Israeli forces fired several rounds of medium and light machine-gun fire from their position in al-Sammaqah inside the occupied Shab'a farmlands into the area around the position.